



State of Rhode Island
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October 23, 2015

ADDENDUM # 1

RFP: 7549937

Title: EOHHS HSRI Contact Center

Bid Closing Date & Time: November 6, 2015 at 10:30 am (Eastern Time)
NOTE CHANGE

Notice to Vendors

Extension of Closing Date:

The original RFP # 7549937 EOHHS HSRI Contact Center closing date has been changed from October 30, 2015 at 11:00 am (ET) to November 6, 2015 at 10:30 am (ET).

ATTACHED ARE VENDOR QUESTIONS WITH STATE RESPONSES. NO FURTHER QUESTIONS WILL BE ANSWERED.

David J. Francis
Interdepartmental Project Manager

Interested parties should monitor this website, on a regular basis, for any additional information that may be posted.

Vendor Questions for RFP #7549937 EOHHS HSRI Contact Center

Question 1: Whether companies from Outside USA can apply for this?

(From India or Canada)

Answer to question 1: This procurement is open to companies outside of the USA. However, all firms must submit a bid compliant with the requirements of Section 4.2.6.A of the RFP along with all other mandatory requirements of the RFP which means that a company outside of the USA must provide a bid that locates the Contact Center within five miles of the city limits of Providence Rhode Island. Off-shore Contact Center proposals can only be submitted in addition to the baseline proposal for Section 4.2.6.A&B. Sections 4.2.6.C&D provide for the additional ability to propose off-shore facilities.

Question 2: Whether we need to come over there for meetings?

Answer to question 2: RI's primary objective is cost-effective delivery of service levels and quality measures at or better than those service levels and quality measures specified in the RFP. However, given that per Section 4.2.6.A&B requires an offer for on-site staffing along with optional bids for other models as specified in Section 4.2.6.C&D. Having meetings physically in Rhode Island will be dictated by the Section 4.2.6 model chosen by RI.

Question 3: Can we perform the tasks (related to RFP) outside USA?

(From India or CANADA)

Answer to question 3: As specified in Section 4.2.6.A of the RFP, there is a minimal requirement for providing a bid for a Rhode Island based contact center, with options for other models. A bidder's ability to perform the tasks outside of the USA is driven by Section 4.2.6 and all applicable data security and privacy rules as specified in the RFP.

Question 4: Can we submit our proposals via email?

Answer to question 4: No. Sections 8 and 9 of the RFP specify the submission requirements of this RFP. Each bidder is required to provide the following:

- a. One paper RIVIP Bidder Certification cover sheet with an original signature
- b. One paper W-9 with an original signature
- c. One paper Technical Proposal with an original signature (if required) marked as “Original”
- d. One paper Cost Proposal with an original signature marked as “Original”
- e. Four paper copies of the Technical Proposal each marked as “Copy x of 4”
- f. Four paper copies of the Cost Proposal each marked as “Copy x of 4”
- g. Two electronic memory devices (CD-ROM or Flash Drive or Memory Disc) One containing the Technical Proposal (in MS Word or PDF) submitted with the original Technical Proposal and One containing the Cost Proposal (in MS Excel)-included with sealed cost proposal.

Question 5: Does the current vendor own the database to be used as stated in 4.2.17? Will the new vendor be purchasing it from the current vendor, or will they be expected to build one from the ground up?

Answer to question 5: The data within the current vendor’s database is owned by the State of Rhode Island. While the actual database is owned by the current vendor, the State of Rhode Island will work with bidders to migrate data from the existing database.

Question 6: Are the number of calls in the graph on page 9 consumer-only calls, or does this number include calls from the in-person navigators, assistants, and/or other agencies contacting the call center?

Answer to question 6: The number of calls in the graph represents all calls into the current Contact Center.

Question 7: How many CSR’s are currently taking calls in the contact center?

Answer to question 7: Throughout this document there are many questions relating to current metrics, measures and other information. RI believes that such information is not in the best interest of the Bidders or

of RI. RI is looking for a very different Contact Center model and expects that the current state in terms of SLAs and membership will significantly change. As a result, RI is not prepared to share historical information as it believes that such information will lead potential bidders down a path that replicates the current state, which is not what RI is seeking.

Question 8: How many other essential staff is there currently beyond the CSR's taking calls?

Answer to question 8: In addition to the front line staff taking calls the other essential staff in the call center currently includes supervisors, trainers, subject matter experts for front line staff as well as a small staff assigned to mail processing, special projects and other operational tasks/support as noted as a requirement in 4.4.5 of the RFP.

Question 9: Would the new vendor have access to the systems and procedures currently in place so as to determine the possible best solution?

Answer to question 9: The new vendor will be given access to all systems and procedures that RI has ownership or access to and will work with the winning bidder to determine the best possible solution(s).

Question 10: What is the Contractor's expected role with respect to the SHOP vendor?

Answer to question 10: Both SHOP small employer engagement and customer service is currently transitioning from the incumbent vendor to a new vendor. While it is not envisioned that SHOP small employer engagement will be part of the scope of this procurement, RI reserves the right to work with the awarded bidder to contemplate SHOP customer service. This would be accomplished through the mutually agreed upon change order process.

Question 11: Does the current contractor offer co-browsing chat capabilities?

Answer to question 11: Currently co-browsing chat is not offered.

Question 12: Please explain what systems the Contractor will use, the specific purposes for each system, and how the Contractor will access/interface each system.

Answer to question 12: The contractor is expected to provide and operate systems that are core functions of the contact center, but will be expected to use and interface with certain systems maintained by the state. These include:

UHIP: The Unified Health Infrastructure Project is the platform for the state's health insurance exchange and integrated eligibility system (HIX/IES). Contractor staff will be given access to this system to assist applicants and customers with their applications for state programs.

Question 13: When does the State anticipate making a contract award?

Answer to question 13: As specified in Section 3.1, RI expects to have the initial contract begin on or around February 1 2016.

Question 14: Is the 10% MBE participation goal a requirement for the contract?

Answer to question 14: The successful vendor will need to work with the MBE office to meet the 10% MBE goal.

Question 15: A 30 day transition timeframe is very aggressive and frequently places the quality of operations in jeopardy. Our experience suggests that a 90 day transition period is optimal. Would the State consider changing the start date to May 1, 2016 to allow ample time for transitional and quality testing prior to Go-Live?

Answer to question 15: If Bidders provide bids that entail a transition period longer than 30 days the bids would be considered compliant but would be scored based on the level of compliance with the intended requirement.

Question 16: If the State would not change the start date, may bidders utilize an existing call center during the first 90 days of Go-Live while the facility is being built?

Answer to question 16: If an "existing call center" means that the Bidder already owns an existing call center and wishes to use that call center during the 90 days while the RI specific call center is "being built" such an approach would not disqualify the bidder and the bid would be scored to reflect the deviation. However, if an "existing call center" means the existing RI call center, RI could not accept such an approach as the current RI call center is not owned by RI. The current call center is owned by the

incumbent vendor. Bidders are not precluded from engaging in commercial discussions with the incumbent vendor to address the stated issue.

Question 17: Please confirm that the hours of operation do not change during open enrollment.

Answer to question 17: Hours of operation during open enrollment should be able to follow the requirements as specified in Section 4.2.1 which indicates a willingness and capability for flexibility during open enrollment periods. The State is seeking a vendor who will be able to flex and be creative in allocating hours and resources during peak periods. Which doesn't necessarily mean increase in cost or adding hours, but adapting and offering ways in which the State may be most accessible to customers during open enrollment and renewals season.

Question 18: How many warm transfers are expected?

Answer to question 18: It's difficult for the State to anticipate warm transfers to and from the Contact Center. Our assumption is that the number of warm transfers would be highly dependent on how busy the call center is (if wait times allow for warm transfers), the complexity of the contact, if the contact involves input from other state or external entities. Examples of warm transfers may be with one of our Carriers, our billing support team or the Department of Human Service customer service unit.

Question 19: Please provide the average talk time.

Answer to question 19: The average talk time varies throughout the year. The current talk time is averaging at about 10-11 minutes per call. Having said that, Bidders should take note that, in response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Many factors play into data points, such as talk time, and by virtue of our being a new organization factors change and have not yet been at steady state. Bidders are cautioned against undue reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 20: Who is responsible for providing Tier 2 support?

Answer to question 20: An internal HSRI team will provide Tier 2 support specific to research and review of system issues. Closing the loop with the customer reverts back to the front line customer service staff. The Department of Human Services or the Executive Office of Health and Human Services will provide Tier 2 support for some Medicaid-related questions. For some issues, the front-line contact center staff will be expected to close the loop with the customer.

Tier 2 support may also be provided by the Financial Management vendor's customer support team, EOHHS and HSRI, for specific policy and business process support as well as RI's technology vendor. Tier 2 supports may change and evolve as operational improvements are put in place by the State.

Question 21: How many state staff need to access the Contractor's systems?

Answer to question 21: This is not a fixed number. The guidance provided in Section 4.2.16 is the operative guidance.

Question 22: How are emails from customers received and routed to the Contractor?

Answer to question 22: RI is looking to bidders to provide their recommended approach to handling customer email interactions.

Question 23: Please provide email volumes by month for the past year.

Answer to question 23: Email support is requested in the RFP, but not in the same way that it was supported in the past. While the State could provide historical email volume, we are not asking Bidders to support this as a customer support channel at the present time, therefore the data seems irrelevant to the current bid. Email functionality that has been requested in the RFP is with an eye towards making sure the functionality is accessible, and may be needed for some customer communications at present or in future.

The State looks forward to hearing from Bidders the ways in which they recommend email functionality be used to enhance or simplify the customer experience.

Question 24: For what reasons must the Contractor's CRM integrate with the State's IES?

Answer to question 24: Integrating the CRM with the IES will ensure that all relevant information is captured between the two systems, and allow contractor staff and state staff to have access to all information provided by the customer when resolving issues. It will also help to avoid double entry of basic demographic information between the systems.

Question 25: What systems does the IVR access to provide self-service functions?

Answer to question 25: The current IVR does not provide self-service by phone. The only self-service channel is via the web application. However, Bidders are encouraged to describe any IVR self-service capabilities they believe would support a high level of cost-effective positive customer satisfaction.

Question 26: What types of self-service options does the State envision being conducted through the IVR?

Answer to question 26: As the IVR is expected to be part of the Bidder's solution, RI is seeking input from Bidders regarding what Self-Service functions would provide excellent cost/performance value thereby alleviating the need for additional CSRs and leveraging technology over staffing levels.

Question 27: Please confirm the State will provide the connectivity/access to required systems for the IVR to retrieve customer information.

Answer to question 27: The State will permit the connectivity to the required systems for the IVR. However, it will be the contractor's responsibility to identify the required data and develop, integrate, test and support the data interface on the IVR side. The State will consider the

development impacts to the required systems during evaluation of proposals.

Question 28: Is the Contractor expected to perform all business functions? If not, which functions will the Contractor perform?

Answer to question 28: Yes, all business functions outlined in the RFP and this document are functions to be performed by the Contractor.

Question 29: How many paper applications must the Contractor process during a month?

Answer to question 29: Only QHP paper applications are processed by the Contact Center. The majority of paper applications that come in to the State are for Medicaid program eligibility, which are processed by the Department of Human Services. The volume varies based on the time of year. The Contact Center would be asked to receive and process an average of 10 QHP paper applications per month outside of Open Enrollment and 50 QHP paper applications per month during Open Enrollment.

Question 30: There is a discrepancy in the number of electronic copies requested. Please clarify if the Contractor is to provide one or two electronic copies of the proposal.

Answer to question 30: Each bidder is required to provide the following:

- a. One paper RIVIP Bidder Certification cover sheet with an original signature
- b. One paper W-9 with an original signature
- c. One paper Technical Proposal with an original signature (if required) marked as "Original"
- d. One paper Cost Proposal with an original signature marked as "Original"
- e. Four paper copies of the Technical Proposal each marked as "Copy x of 4"
- f. Four paper copies of the Cost Proposal each marked as "Copy x of 4"
- g. Two electronic memory devices (CD-ROM or Flash Drive or Memory Disc) One containing the Technical Proposal (in MS Word or PDF) submitted with the original Technical Proposal

and One containing the Cost Proposal (in MS Excel)-included with sealed cost proposal.

Question 31: Can HSRI provide estimated headcount by month?

Answer to question 31: No, RI cannot provide this information as it is up to the Bidder to determine their estimated headcount that they would meet the requirements and SLAs specified in the RFP. Only the Bidders know the skills and capacities of their own staff and supporting systems to know what the right headcount would be for the given RI population.

Question 32: What is the AHT associated with the call volumes that have been provided?

Answer to question 32: The AHT associated with the call volumes is a function of many factors. This is an average that varies throughout the year. Currently, the handle time varies; with an average of 17 minutes. Having said that, Bidders should take note that, in response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Many factors play into data points, like Handle Time and by virtue of our being a new organization factors change and we have not yet been at steady state. Bidders are cautioned against undue reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 33: What is the geographic preference for the contact center location? Will a facility in the central or mountain time zone be acceptable?

Answer to question 33: As indicated in Section 4.2.6.A&B, bidders must provide a proposal for Contact Center within 5 miles of Providence Rhode Island. However, Section 4.2.6.C&D offers bidders the opportunity to provide additional proposals for non-Rhode Island locations. In those cases, the bidder must still adhere to the operational requirements stated in Section 4.2.1.

Question 34: What is the duration of new hire training broken out by in class and nesting timeframes?

Answer to question 34: Training provided by the incumbent vendor includes 4 week of classroom training and one week of nesting. Bidders are encouraged to develop their own training and nesting timeline to achieve optimal results. The State also anticipates a move towards simplified and reduced training needs as operational efficiencies are put in place, complex cases are triaged out to Tier 2 support and service units.

Question 35: Are the agents required to hold a Rhode Island Health Insurance license? If so, what percentage of the agent population will need to hold such license?

Answer to question 35: No

Question 36: What applications are required for the agent desktops? Please indicate which applications will be provided by the State of Rhode Island and which applications will be provided by vendor:

- a. CRM
- b. E-mail
- c. PBX
- d. Chat
- e. Knowledgebase
- f. Dialer

Answer to question 36: The Vendor is expected to provide all of the listed applications. In addition, the agents will be required to access the state's eligibility/enrollment system, which is a web-based application. Agents will also require a multi-factor authentication application which the state will provide.

Question 37: Please describe the required PC specifications for CSR workstations

Answer to question 37: The contractor will be expected to provide workstations that are sufficient to run the applications provided by the contractor (see Q36). The state's web-based eligibility/enrollment system is a web-based system with the following browser requirements:

Browser requirements: We have tested the application with multiple versions of internet explorer (version 8 and later), Chrome, Firefox and Safari.

Multi-factor authentication: Vendors would need to install a Symantec VIP access software widget on each of the desktops.

Question 38: Are there any HSRI required workstation licenses or software expenses the suppliers should consider when developing pricing?

Answer to question 38: No

Question 39: What method will the supplier be required to utilize in order to connect to HSRI's applications (e.g., VPN, MPLS, or point-to-point)?

- a. If MPLS or P2P, who will provide routers?
- b. Who owns the intercorporate network (MPLS,P2P)?
- c. What are the bandwidth requirements?

Answer to question 39: The State's application is web-based. Please see the answer to question 37.

Question 40: What are the top challenges experienced by HSRI that this RFP is looking to solve for?

Answer to question 40: This procurement seeks to find a Contact Center partner that can:

- a. Meet or improve upon the stated SLAs,
- b. Provide a very high level of customer satisfaction,
- c. Staff the contact center with CSRs knowledgeable in ACA requirements and issues
- d. Provide RI Management with clear and transparent reporting
- e. Be highly cost effective

Question 41: Will the IVR that is to be deployed by the supplier to be used for call routing and messaging only, or will there be a requirement to include speech enabling, self-service options, etc. for the March 1 go live date?

Answer to question 41: The State is looking for Bidders to indicate the best use of the IVR and also expects that in some cases the Bidder may want to introduce more complex IVR functions after the March 1 go live date.

Question 42: To allow bidders to provide highly detailed proposals that will allow the State to make a more informed decision, may bidders also provide a redacted copy with confidential information blacked out that would be released upon a Freedom of Information Act request?

Answer to question 42: Anything your organization deems to be highly confidential information (i.e. financial statements) – should be in a separately sealed envelope clearly marked; however, the state is ultimate decision-maker as to what should or should not be disclosed to the public under the state's Access to Public Records Act

Question 43: “It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.”

Please clarify: “or prime vendors in the various categories.”

Does this imply that the State may select multiple prime vendors in support of various parts of this RFP?

Answer to question 43: While the language does allow the State to select multiple prime vendors, that is not the intent for this procurement.

Question 44: “The primary goal of the Contact Center vendor is to ensure a seamless, transparent, and timely service experience for all consumers engaging and communicating with HSRI and EOHHS through its Contact Center, particularly during open enrollment periods. The vendor will meet the demands of increased volume during open enrollment and other high volume call periods; provide consumers assistance and answers within pre-identified and pre-set required metrics;

administer a positive, efficient consumer experience; and allow for flexibility among **permanent Contact Center staff** to assist with more complicated cases and tasks during peak times.”

Please clarify what is meant by the text “permanent Contact Center staff”

Are these staff different than those proposed by the vendor to support the scope of this RFP?

Answer to question 44: These staff are not different than those proposed by the vendor. The intent of the statement is founded upon the assumption that the vendor will have a core set of staff that over time becomes extremely knowledgeable and capable in addressing health insurance needs and issues specific to Rhode Island. Given that foundation, the referenced section seeks to ensure that when there are times of increased contact volumes the vendor will use a triage approach in which the more complicated issues are handled by the staff with the most knowledge and capability (e.g. the “core” or “permanent Contact Center staff”).

Question 45: The initial contract period will begin approximately February 1, 2016 for 17 months.

Would the State consider extending the initial contact period to align better with property leases so that costs of delivery would be in line with typical minimal commercial lease terms of 3 years?

Answer to question 45: No. As indicated in Section 3.2, the contract may be renewed for up to 5 additional 12 month periods. RI’s expectation is to contract with a bidder who will meet or exceed the service level and customer satisfaction requirements listed in this RFP for the initial term and any subsequent renewal terms.

Question 46: “The Contact Center will provide a toll-free phone number to respond to inquiries...”

Does HSRI own the existing phone number? Will this number be ported over to the new vendor? Is the outbound number to be provided by the vendor to the State?

Answer to question 46: Existing phone numbers are owned by the current vendor, but will be provided to the state for any new call center vendor.

Question 47: “The state will, at its option, consider expanding the scope of the Contact Center to include handling calls for non-healthcare programs in the future.”

Please provide examples of the “non-healthcare programs”.

Answer to question 47: The state wishes to retain the option of expanding the contact center to also handle, triage, or refer calls related to other human services programs in the state, such as Temporary Assistance to Needy Families (TANF), the Supplemental Nutrition Assistance Program (SNAP), child care assistance, and Supplemental Security Income.

Question 48: “The Contact Center shall be available to receive, record and respond to inbound calls Monday-Friday from 8:00 a.m. to 7:00 p.m.”

Is it the desire of the state to have the walk-in center hours of operation be the same?

Answer to question 48: Yes. And a point of clarification around hours: current hours of operation at the Call Center are Monday through Friday 8:30-5:00, and Tuesday 8:30-7:00. The Vendors bid should not be based on hours Monday through Friday 8:00-7:00. The request from the State is to make the option available to flex or amend hours, not necessarily expand hours, within the above timeframes. So, for example, if the State determines that HSRI customers would be better served if the Call Center were available on Wednesday evening instead of Tuesday, the Vendor would be flexible and accommodate that request and change in hours.

Question 49: “As guided by the Cost Forms in Appendix A, RI seeks multiple options for locating and supporting the Contact Center. These required and optional models are as follows:”

Must all vendors propose A and B, and can propose additional options C and D?

In the pricing for B, should the vendor also include the price of the Contact Center (presuming it is not located at the same location as the Walk-in center” - which would be Option A.

Answer to question 49:

- Section 4.2.6.A must be proposed by all bidders as stated and not including a walk-in center.
- Section 4.2.6.B is mandatory and should be only the incremental cost difference from 4.2.6.A to provide the walk-in center.

- Sections 4.2.6.C & D are optional offerings from bidders who believe that these options would provide significant value to RI.

Question 50: “A core Contact Center within 5 miles of Providence RI with overflow capacity delivered from a different or virtual location (optional response and pricing).”

What does the state consider “core” to the Contact Center”? Please provide details such as technology, number of staff, etc.

Answer to question 50: “Core” is intended to define the contact center that operates during non-open enrollment or inversely when contact volumes are very low. The underlying assumption is that during periods of heavy contacts (e.g. open enrollment periods) bidders may, or may not, be interested in handling overflow in a different location. For additional clarity, when responding to Section 4.2.6.A the overflow would still have to be in the Rhode Island geographic area (but not within 5 miles of Providence). However, when responding to Section 4.2.6.C or D the overflow can be anywhere in the world.

Question 51: “...within 5 miles of Providence RI...”

Please provide more detail regarding this range. Would Rumford, RI be considered within the 5 miles of Providence, RI (is it based on a certain point, or the city limits)?

Answer to question 51: The requirement should read “within 5 miles of the city limits of Providence Rhode Island.

Question 52: “Contact Center Call Volume by Month” illustrations

Can you provide additional call center metrics:

Average call duration

Distribution of calls by type (enrollment, billing, QHP, Medicaid. Etc.)

Number of Call Center Representatives now, and historically

Number of walk-in’s

Number of Appeals

Abandonment rate, historically

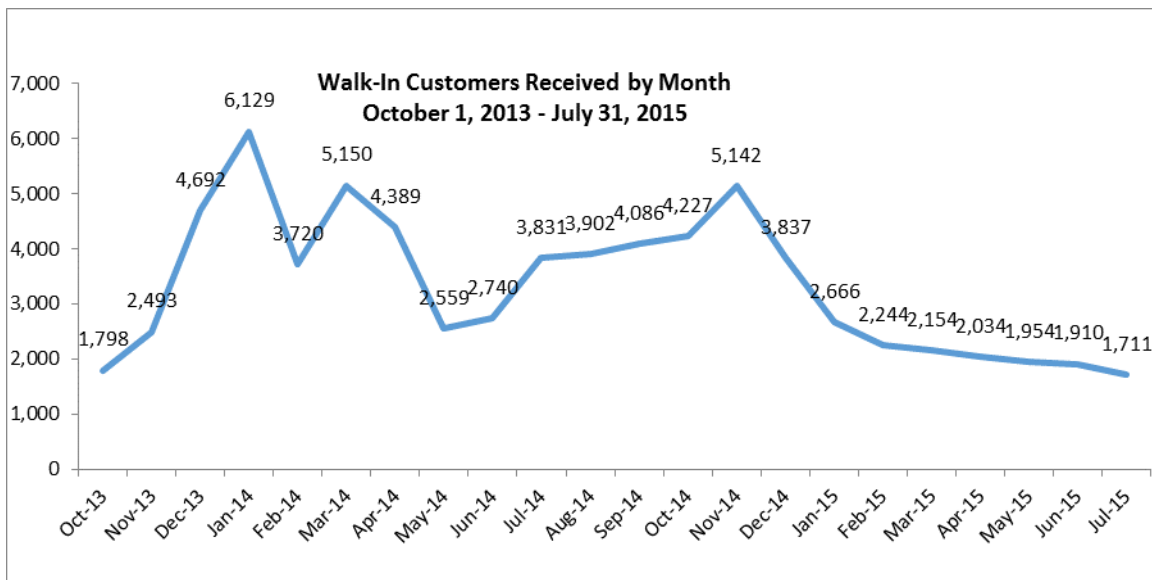
Answer to question 52: Call center metrics on call duration and handle time are provided in questions 19 and 32.

Historical data on number of Call Center representatives and Abandonment rate will not be helpful information to share with Bidders due to the fact that operations and functions have changed over time. Historical data on staffing and abandon rates will also not be helpful to Bidders in suggesting a model that will work effectively to support the State. Call volume, enrollment projections and average handle time should provide Bidders with the necessary information to formulate a proposal for supporting RI's program needs.

Number of appeals received is approximately 120-160 per month, and fluctuates based on the season. Vendors won't be expected to fully process appeals, but to perform the general intake from customers. Appeals will be handed off and fully processed by internal teams at HSRI and EOHHS.

The contact center supports both Medicaid and QHP/Tax credit eligible customers. Currently approximately 2/3 of the call volume into the Call Center is from our Medicaid customers.

In addition, our top call types are questions on written communications (notices) generated from the Enrollment and Eligibility system (UHIP) from both Medicaid and QHP customers, enrollment assistance or renewals for coverage from both Medicaid and QHP customers, and phone payments.



Question 53: “The Contact Center will accept all incoming calls and route them to the appropriate internal CSR (using skill-based routing), external staff or other entities (e.g., Operations team(s) for Tier 2 support, SHOP support team, HSRI or EOHHS staff, brokers, carriers, in-person assisters and other parties designated by the state). The Center will provide services necessary to determine the purpose of the call and then determine the proper recipient for the caller. Expected inquiry types include: billing/payment, notices, renewals, enrollment, coverage issues, benefit questions, health plan selection, technical assistance, changes in circumstance, account updates, tax credit questions, 1095 inquiries, policy, complex case resolutions, and referrals to other agencies or programs.”

Please describe how calls are presently handled by the incumbent vendor. Are there different teams to handle QHP, Medicaid and SHOP? What is envisioned under this RFP (one team to handle all?) What is the distribution of staff and call volume for each of these call types?

Answer to question 53: In relation to SHOP, per the RFP:

It is important to note that the SHOP Contact Center component of these programs is not part of this procurement and is being procured and serviced separately from this procurement. This structure does not prohibit RI from absorbing the SHOP Contact Center into the Contact Center resulting from this procurement at some future date.

See above on breakdown of call types, specifically that 2/3 of the call volume comes from our Medicaid customers. We are currently transitioning to a model in which state staff from the Department of Human Services will provide Tier 2 support for certain Medicaid-eligible callers. The State is open to receiving proposals and recommendations on the best way to structure the contact center for optimal service and efficiency.

Bidders should take note that, in response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Many factors play into data points and by virtue of our being a new organization factors change and have not yet been at steady state. Bidders are cautioned against undue reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 54: “The contractor shall meet the following service level agreements (SLA).”

Is the state willing to negotiate these SLAs? Will the State consider allowing for ‘earn-back’ of any SLA’s if the vendor does incur any SLA but then corrects their performance in a subsequent period to earn back a prior SLA?

Answer to question 54: Once an apparent successful bidder is selected, RI will be willing to work with the bidder to establish SLAs and SLA incentives/penalties that provide best value to the citizens of RI. However, for selection purposes bidders are required to provide an offer that complies with the stated SLAs. In addition to providing a compliant offer, bidders are welcome to provide higher value alternatives that can be discussed during negotiations if the bidder is selected based on the compliant bid.

Question 55: “Average seconds to answer shall not exceed 180 seconds during a business day.”

What is the current and average ASA, and staffing level?

Answer to question 55: As indicated in all questions of this nature, RI is looking for a very different Contact Center model and expects that the current state in terms of SLAs and membership will significantly change. As a result, RI is not prepared to share historical information as it believes that such information will lead potential bidders down a path that replicates the current state, which is not what RI is seeking.

Question 56: “% total calls handled is 95% based on staff productivity as agreed upon between the State and Vendor. For example, if there are 100 staff scheduled on the phones and they handle 30 calls per day, 2850 calls should be handled by the staff regardless of volume of incoming calls.”

Must staff be sent home? If there are no calls to handle, how do we achieve the desired result?

Answer to question 56: RI’s desire is to have the vendor manage the cyclical nature of operating a Contact Center and the resultant impacts on staffing levels. How the vendor chooses to manage situations where there are no calls to handle is up to the vendors.

Question 57: “Provide accurate information to customers such that no greater than 1 in 100 calls require a correction by a QA team analyst for incorrect information provided to a customer as recorded on quality and coaching scorecard/review sessions, or identified through an escalated customer issues.”

Are all aspects of the customer interaction considered in the definition of correct information or will the definition be limited to information that impacts the customer's coverage or financial requirements?

Answer to question 57: All information of any kind provided to customers is subject to this service level.

Question 58: "Contact Center shall be fully staffed and technically operational during all "open" hours. Contact Center unavailability during open hours shall not exceed 15 minutes per month."

Is there an allowance for unexpected weather closings that is separate from what's included here?

Answer to question 58: Force Majeure events as defined in the contract would not be counted in this service level.

Question 59: "State employees and their representatives and agents to have full access to Contact Center space and all systems, data, policies, procedures, etc. for any aspect of the Contact Center directly related to the Contact Center Operations (e.g. this includes; internet access, the CRM system, any data warehouse or knowledge repositories, etc., but does not include vendor internal systems such as HR, Financial, etc.)."

Please provide the number of State employees that will need access to the CRM. If the vendor proposes a licensed COTS product for this part of the solution, we would need to understand the number of State required licenses to incorporate into our pricing.

Answer to question 59: Rhode Island needs access to the CRM for approximately 50 staff; a combination of State staff from HSRI and EOHHS, as well as other support vendors approved by RI, such as our Financial Management customer service team.

Question 60: "The Contractor must be able to accommodate space and network connectivity, at the State's option, for a co-located Department of Human Services (DHS) mini-field office, staffed by up to 12 DHS employees, for the purpose of providing in-person assistance to customers of state programs, and to provide for close coordination with the CSRs and Contact Center management to resolve issues for callers regarding Medicaid and other state programs."

Is this requirement for 12 DHS employees to be included in all facility location options described in section 4.2.6 (A, B, C &D)?

Answer to question 60: The requirement for DHS co-location is only required for facilities located in Rhode Island.

Question 61: “The Contractor must be able to accommodate email inquiries from Customers and prospective Customers.”

How would this be handled? Would the vendor assign email addresses or would the State? For example, would emails go out from the staff as @hsri.com (or some variation) or @vendor.com?

Answer to question 61: The State would prefer outgoing emails to customers to be in line with State of RI addresses and branding of HSRI/EOHHS. To the extent that the Vendor can work with the State to come up with creative solutions around ways to accomplish this given security and privacy of customer information and the different networks supporting the internal agencies and the vendor. In the past the vendor has accessed an email address furnished by HSRI.

Question 62: “The Contractor must be able to accommodate email inquiries from Customers and prospective Customers.”
How do we verify email inquiries as coming from the customer?

Answer to question 62: All inbound emails would be from customers or prospective customers. Verifying customers for the purpose of transferring PII and respecting privacy/confidentiality can be addressed once the vendor bid is accepted. If Vendors have suggestions for how to assure customer privacy is protected during email transactions please provide those in this RFP response.

Question 63: “Customer Service Representatives must be objective in presenting plans/carriers in a manner that does not provide any recommendations or preferences for one plan/carrier over another and instead solely provides fact based information, explanations and guidance.”

What sort of leeway will CSRs have to try to match applicants with appropriate plans? Can they explain balance billing, or will that appear to be prejudicial against providers that only offer PPOs?

Answer to question 63: CSR’s will be trained to provide plan and carrier information in a fact based way; that helps educate customers on concepts, like HSA or Metal levels without directing to a specific Carrier. On line decision support tools will be provided to assist Representatives in this

effort. The use of technology will help staff to remain objective. CSR's will be at liberty to explain billing, APTC, premium, etc. Explanation of billing issues infers that the customer is already with a specific plan or carrier, so should not be interpreted as leading or sales oriented.

Training materials RI has used with the incumbent vendor will be provided to the selected bidder upon execution of a contract.

Question 64: "The Contact Center requires warm transfers to the different destinations, rather than simply providing another telephone number to call."

What destinations would require warm transfers?

Answer to question 64: Any transfer to a representative (state or within Contact Center) that has access to the CRM system being used to support the Contact Center.

Question 65: "Vendor shall follow state policies and furnish an Incident Management report for any system related security incidents within 1 hour of becoming aware of it."

Is the 1 hour notification timeframe negotiable? If vendor is required to write up a report right away, they may be unable to investigate and solve the issue in as timely a manner as possible.

Answer to question 65: Rhode Island incident management reporting policy is in the form of verbal and written notification. Rhode Island is open to negotiating the time frame of a written response to the incident as long as there is at least a verbal communication of the incident within one hour which includes as much information as has been gathered and a plan for the full investigation and resolution of the issue.

Question 66: "Provide a state-of-the-art CRM tool that is configurable, contains workflow capabilities, robust customer tracking and reporting. The Vendor must also be able to store or support some version of the data from the current CRM system, which includes customer records logged since October, 2013."

Please specify what data the new vendor is expected to migrate from the current CRM. What CRM is being used, what data is stored, how is it stored and what timeframe would a full migration be expected? If both systems are live for the month of February, is the State expecting a full migration at the end of February, with all data live in the new system for March 1?

Answer to question 66: The State is seeking from Bidders their recommendations for what information they would want from the existing system and how to best transition. At a minimum the State assumes that a vendor would want the existing client information and contact history.

Question 67: “Provide reports tailored to the State of RI”

Will the state provide a list of desired reports from the CRM system?

Answer to question 67: Section 4.7 of the RFP provides the reporting requirements. Bidders are free to propose additional reports.

Question 68: “IVR functions including geographic and data direct routing, voice response, and caller self-service,”

Please give examples of the types of “caller self-service” the state would like to see.

Please describe what is meant by geographic routing.

Answer to question 68: While the State sees functions such as password resets, billing inquiries and account updates as potential self-service functionality as potential candidates, the State is looking to Bidders to identify what self-service functions would help the Bidder provide the best balance between high levels of customer satisfaction and a very cost-effective bid.

Geographic routing has the IVR route the call based on the geographic region indicated by the inbound phone number. At this time RI is not suggesting that geographic routing is either required or desired. It is up to the Bidder to determine if such IVR functionality would help drive customer satisfaction in combination with a cost-effective offer.

Question 69: “All calls received categorized by primary call reason and length of time to resolve customer issue.”

How is “time to resolve” measured? Number of calls, number of days or some other metric?

Answer to question 69: “Time to resolve” is the from the date and time of the initial contact until the date and time issue is fully resolved and closed out in the CRM.

Question 70: “Contractor to provide ad-hoc, on-demand web-based reporting through Reporting tool.”

Is the “Reporting tool” to be provided by the vendor? Or is the vendor to provide data to the state’s reporting tool. What are the data requirements?

Answer to question 70: This requirement applies to any data contained in the vendor’s CRM system.

Question 71: “Process a customer’s request, as prompted through the electronic application to register to vote in RI, including tracking of all such requests through phone and walk in center.”

(Voter Registration) – Is there a way to satisfy the voter registration requirement that doesn’t add time to a majority of calls to the contact center?

Answer to question 71: The voter registration requirement only applies to new applicants. The majority of the calls into the Contact Center are not first time applicants. The voter registration question is part of the application, and not separate and apart from the process. Currently the voter registration requirement is not seen as a process that adds a lot of time to the call. It is a Federal and State requirement.

Question 72: “Payment Processing- Accepting a payment from a consumer over the phone, or in person to be scanned and logged into the account.”

Is the vendor to provide the system and scanner to process payment over the phone or in person?

Answer to question 72: No. Rhode Island will provide the necessary systems and equipment to accept customer payments over the phone and in person.

Question 73: “Scanning and Processing Mail and other Documents- Opening and date stamping mail, canning and uploading it to customer accounts”

Is the vendor responsible for storing the scanned documents or is a document repository provided by the state?

Answer to question 73: The state will provide the electronic repository for scanned documents. The vendor is responsible for securely storing the original documents, and transferring them to state custody on request.

Question 74: 8. “Responses (an original plus four (4) copies) and two copies in electronic form...”

9.1 #7- “Only 1 electronic copy is requested and it should be placed in the proposal marked “original”.”

Please clarify the number of electronic copies the state is requesting.

Should the electronic copies include a copy of the R.I.V.I.P bidder certification and the W-9 form?

Should the bidder submit 2 separate electronic copies of the technical proposal and 2 separate electronic copies of the cost proposal for a total of 4 electronic copies?

Should the bidder submit 1 original and 4 copies of the technical proposal and separately 1 original and 4 copies of the Cost proposal for a total of 2 originals and 8 copies?

Which original proposal, technical or cost, should the R.I.V.I.P bidder certification and W-9 form be included in?

Answer to question 74: There is an inconsistency in the RFP – Two (2) electronic copies on two physically separate CD-ROM, Disk, or Flash Drives are required.

Each bidder is required to provide the following:

- h. One paper RIVIP Bidder Certification cover sheet with an original signature
- i. One paper W-9 with an original signature
- j. One paper Technical Proposal with an original signature (if required) marked as “Original”
- k. One paper Cost Proposal with an original signature marked as “Original”
- l. Four paper copies of the Technical Proposal each marked as “Copy x of 4”
- m. Four paper copies of the Cost Proposal each marked as “Copy x of 4”
- n. Two electronic memory devices (CD-ROM or Flash Drive or Memory Disc) One containing the Technical Proposal (in MS Word or PDF) submitted with the original Technical Proposal and One containing the Cost Proposal (in MS Excel)-included with sealed cost proposal.

Question 75: “Responses shall provide responses as outlined in this RFP which should include the following:”

Items 2 and 4 are blank. Please confirm these are supposed to be blank.

Answer to question 75: Sentence should have read “Respondents shall provide responses.....” Items 2 and 4 should be blank as they are a result of a formatting problem with the document.

Question 76: Mail- What is the state anticipating for processing outgoing mail?
Example- customer would like their invoice mailed to them again; a prospect would like a blank paper application mailed to them, etc.

Answer to question 76: The State anticipates that the Vendor will send outgoing mail to customers infrequently. All customers have access to their account, including all invoices and notices along with the ability to print from it. Rhode Island will be responsible for furnishing the Vendor with any documents that may be requested by customers.

Question 77: Will the State extend the due date for this RFP by two weeks?

Answer to question 77: No. The original RFP # 7549937 EOHHS HSRI Contact Center closing date has been changed from October 30, 2015 at 11:00 am (ET) to November 6, 2015 at 10:30 am (ET).

Question 78: **General:** Will the State provide the telecom (toll-free & local transport) and data communication network for inbound / outbound communications and connectivity to RIs back-office applications?

Answer to question 78: The Vendor must be able to accommodate space and network connectivity, at the State’s option, for co-located HSRI staff assigned to Back Office operations, and escalated customer issues. This includes access to the computer and telecomm network. Reference Question 82 below related to DHS mini field office.

Question 79: **General:** Is Virtual Hold an acceptable option? (i.e., press 1 to be called back at a later time)

Answer to question 79: Yes, Virtual Hold is an acceptable option. However, in proposing such an option Bidders would need to identify how such an option would improve the customer experience and how such a capability would be factored into related SLAs such as AHT and abandonment rates (e.g. a caller waits for a while, gets frustrated, asks to be called back and then the call back comes three hours later when they are no longer home).

Question 80: 4.1. Contact Center Transition and Start-Up

Presently, a Contact Center exists and is in operation in Providence, RI. Office space, staffing, telephony and most desktop technology is under the control of the incumbent vendor. Key to this procurement and anticipated award is a seamless transition from the current vendor to a new vendor should a change in vendors take place. If a vendor transition is required, the successful bidder of this RFP will be the sole operator of the Contact Center responsible for all operational requirements stated within this RFP as of March 1, 2016.

4.1: Is the incumbent vendor's call center owned or leased by the State or the vendor?

4.1: Can I get a copy of the incumbent vendor's contract?

4.1: Can I get a copy of the incumbent vendor's usage reports?

Answer to question 80: The incumbent vendor's call center is owned/leased by the vendor. The incumbent vendor's contract can be accessed on the State of Rhode Island Transparency Portal (<http://transparency.ri.gov/contracts/>) by searching the vendor name "Connexions". The State is not willing to share the incumbent vendor's contract nor its usage reports.

Question 81:

4.2.1. The Contact Center shall be available to receive, record and respond to inbound calls Monday through Friday from 8:00 a.m. to 7:00 p.m. Eastern Standard Time (EST). As the Contact Center workloads tend to change on a month-to-month basis (e.g. Open Enrollment periods versus holiday and summer seasons) the successful bidder should be flexible and open to adjusting hours of operation to accommodate changing business needs while maintaining approved service levels.

4.2.1: Would RI allow "after hours" (non-business hours) calls to be answered by agents located in other US States?

4.2.1: Would RI allow unexpected or seasonal call volumes to be answered by agents located in other states?

Answer to question 81: Under Section 4.2.6.A all contacts need to be addressed by Contact Center staff located within 5 miles of the city limits of Providence Rhode Island. Optional offer relating to Section 4.2.6.C allows for unexpected or seasonal call volumes to be answered elsewhere. The RFP does not require contact responses outside of the Monday to Friday, 8:00 AM to 7:00 PM EST/EDT timeframe. However, the RFP does ask for Bidders to propose how they would be flexible in hours or be creative with resources during times of high contact activity.

Question 82: 4.2.19. The Contractor must be able to accommodate space and network connectivity, at the State's option, for a co-located Department of Human Services (DHS) mini-field office, staffed by up to 12 DHS employees, for the purpose of providing in-person assistance to customers of state programs, and to provide for close coordination with the CSRs and Contact Center management to resolve issues for callers regarding Medicaid and other state programs.

4.2.19: Will RI provide the network connectivity and the LAN at the mini-field office?

Answer to question 82: No, Bidders are expected to provide connectivity for the mini-field office.

Question 83: 4.3.4. Provide weekly written status reports. Reports shall include at a minimum:

4.3.4: If any of these reports are being provided by the incumbent vendor, can we get a copy of them?

Answer to question 83: As indicated in all questions of this nature, RI is looking for a very different Contact Center model and expects that the current state in terms of SLAs and membership will significantly change. As a result, RI is not prepared to share historical information as it believes that such information will lead potential bidders down a path that replicates the current state, which is not what RI is seeking.

Question 84: 4.5.3. The Contact Center requires the ability to record calls selectively and/or in totality, recordings must be easily retrievable for training, appeals, and quality assurance purposes

4.5.3: How long must the call recordings be kept?

Answer to question 84: Call recordings should be kept for at least six months.

Question 85: Section 5.3 solicits the vendor's recommended SLA alternatives to achieve the highest value proposal for RI. Please confirm a vendor's proposal priced using proposed alternative approaches and/or methodologies shall be considered responsive.

Answer to question 85: Vendors must provide an SLA compliant bid. In addition to that compliant bid, per Section 5.3, vendors can identify alternatives. Any submittal that does not provide a full bid that is compliant with the SLAs will be considered nonresponsive.

Question 86: "The Contact Center will provide a toll-free phone number..." Is the awarded vendor, should a change in vendors take place, required to transfer the existing toll-free phone number?

Answer to question 86: Yes

Question 87: "Availability of funds..." Please describe HSRI long-term financial sustainability model. 4.2.11 states "RI expects these volumes to grow over time" and Federal funding of the state-based marketplace model has expired.

Answer to question 87: HSRI's enabling statute (R.I.G.L. 42-157) allows for an assessment on insurers who offer qualified health and dental plans through HSRI.

The awarded contract is shared between EOHHS and HSRI and it will be jointly funded by the two agencies.

Question 88: “Such transition shall be started and completed within one calendar month of February 1, 2016.” Should a change in vendors take place, is the State willing to consider a longer transition period? It is our experience that third-party vendors, such as the phone number provider, cannot meet a one month calendar transition.

Answer to question 88: If Bidders provide bids that entail a transition period longer than 30 days the bids would be considered compliant but would be scored based on the level of compliance with the intended requirement.

Question 89: Please describe the amount of extend operational hours are anticipated by the State?

Answer to question 89: As Open Enrollment periods, contact volumes and external events drive the need for different operational hours and the State cannot accurately anticipate these changing business needs. Bidders are encouraged to recommended mechanisms for addressing additional volumes, whether it be to change hours or staff capacity, without increasing costs.

And a point of clarification around hours: current hours of operation at the Call Center are Monday through Friday 8:30-5:00, and Tuesday 8:30-7:00. The Vendors bid should not be based on hours Monday through Friday 8:00-7:00. The request from the State is to make the option available to flex or amend hours, not necessarily expand hours, within the above timeframes. So, for example, if the State determines that HSRI customers would be better served if the Call Center were available on Wednesday evening instead of Tuesday, the Vendor would be flexible and accommodate that request and change in hours.

Question 90: Please clarify if the “walk-in center” is a mandatory or optional response and pricing.

Answer to question 90: Section 4.2.6.B is marked as required scope and pricing.

Question 91: Please provide the percentage of callers requesting support in Spanish. Please provide the percentage of callers requesting support in Portuguese. Please provide the percentage of callers requesting support in all other languages.

Answer to question 91: Approximately 10% of calls are in Spanish and approximately 3% in Portuguese. Approximately 25% of walk-ins are Spanish speaking and approximately 3% are Portuguese speaking.

Question 92: To provide the greatest value to RI, we seek further detail about historical volume trends in order to create a fully informed forecast analysis. Please provide:

- Average Talk Time by Call Type during Non-open Enrollment
- Average Talk Time by Call Type during Open Enrollment
- Average Handle Time by Call Type during Non-open Enrollment
- Average Handle Time by Call Type during Open Enrollment
- Historical Call Volume per Hour, per Day
- Average Handle Time per Walk-in Center Visit during Non-open Enrollment
- Average Handle Time per Walk-in Center Visit during Open Enrollment

Answer to question 92: As noted in questions 19 and 32, the average talk time and handle time is provided. Vendors should assume this is an average and flexes maybe 2 minutes in either direction, decreasing outside of Open Enrollment, increasing during Open Enrollment.

Average call volume per hour per day will not be provided by the state at this time. The State feels that the monthly call volume provided since our opening in October, 2013 should give Vendors enough data to make a proposal. The State understands all proposals will be based on estimates derived from call volumes, and their experience in the call center industry.

Walk In volume handle time varies by encounter; for example, handle time for in person enrollment assistance runs at about half an hour. The majority of the walk in volume is for customers who want to drop off payment and documents, which is a short interaction. Approximately 60% of the walk in traffic this past year has been for drop off of payments and documents.

Question 93: To provide RI with a highest value proposal, we recommend the State consider an alternate pricing model, such as a Banded Call Volume Based Pricing, so the vendor may have a more flexible mechanism to address growth in their pricing model.

Answer to question 93: Banded Call Volume Based Pricing and other pricing mechanisms that might provide a higher value to the State are encouraged but must be in addition to the required models as directed in the cost template.

Question 94: Please describe the Tier 2 to Tier 1 staff ratio in the current operation.

Answer to question 94: There are several Tier 2 options in the current operation, making it difficult to provide an exact ratio. In the current operation the Vendor and RI have worked to set up SME and Coach positions, both considered Tier 2 resources. In addition to a Priority Team which serves as second tier staff, designed to handle the more complex customer issues working with HSRI, EOHHS and other Vendors to resolve the problem.

Question 95: Please confirm applicants determined eligible for Medicaid are not within the scope of the population supported by the HSRI contact center.

Answer to question 95: The contact center must be able to provide support for all populations, including Medicaid. However, some Medicaid-related inquiries will be appropriately referred to the Department of Human Services for resolution.

Question 96: Would the State consider a Performance-Based Services model? This contract type is used in lieu of penalties, as it encourages contractors to exceed customer service expectations, while minimizing base contract cost.

Answer to question 96: Alternative pricing mechanisms that might provide a higher value to the State are encouraged but must be in addition to the required models as directed in the cost template.

Question 97: “Average Seconds to Answer (ASA)” and “% of Total Calls Handled” as described in the RFP, together are prohibitive of effective workforce management.

- % of Total Calls Handled is the measurement of the amount of time the agent is “occupied”
- To achieve a lower ASA, a greater number of agents must be available to answer a call (lowering occupancy)
- 95% monthly occupancy and 180 second ASA daily is not consistently achievable causing risk-level of these penalties prohibiting the vendor from presenting the highest value proposal to RI.
- The Firm Fixed Pricing model motivates the vendor to achieve high occupancy. It is our recommendation the State considers removal of the “% of Total Calls Handled” penalty
- A daily ASA penalty leaves minimal response and recovery options for the vendor. For example, the penalty assessment on the busiest operational day of the week may be less financially than staffing adequately. To solicit consistent ASA

performance by the vendor, a monthly ASA requirement should be considered by the State.

Answer to question 97: The measures indicated above should be monthly measures, not daily. This is an error in the RFP that should be reflected in bidders responses and will be accurately reflected in any resultant contract.

Question 98: The “CSR Turnover” penalty is prohibitive of effective workforce management. For example, following the open-enrollment period reduction of the agent staff above 5% or 10% may be justified workforce planning.

Answer to question 98: Open enrollment and other events causing overflow beyond the baseline (referred to as “core staffing” elsewhere in this document) will not be counted in the CSR Turnover penalty. The penalty only will apply to “core” staffing.

Question 99: Please describe the mechanism(s) the State will use to determine and track incidents, in order to assess penalties.

Answer to question 99: “Incidents” will be initiated as a result of a customer complaint or as a result of quality audits performed by or on behalf of RI. Incidents will be tracked via a mechanism yet to be determined by the state. The validity of the incident will be determined based on listening to call recordings and examining any available documentation.

Question 100: Please describe how the penalty will be determined by the State in the event of force majeure or other downtime caused by events outside the control of the vendor.

Answer to question 100: The contract can provide relief from penalties during force majeure events.

Question 101: Please describe the State’s expectation of “full access” in the event the State deploys one of the optional response and pricing scenarios and the vendor co-locates the HSRI project with other similar contact center projects.

Answer to question 101: In the event that the State deploys one of the optional responses that allows the vendor to co-locate the HSRI project with other similar contact center projects, bidders would need to explain in their bid how the state and its State employees and their representatives and agents would have complete transparency and access to the staff, operations and data that supports the RI contract. In addition, RI would need to understand how the interests of the RI citizens and RI specific SLAs would be achieved within a co-location model.

Question 102: Please provide historical and forecasted volume statistics and average handle time statistics for email handling.

Answer to question 102: Email support is requested in the RFP, but not in the same way that it was supported in the past. While the State could provide historical email volume, we are not asking Bidders to support this as a customer support channel at the present time, therefore the data is not relevant to the current bid. Email functionality that has been requested in the RFP is with an eye towards making sure the functionality is accessible, and may be needed for some customer communications at present or in future.

The State looks forward to hearing from Bidders the ways in which they recommend email functionality be used to enhance or simplify the customer experience.

Question 103: Please provide historical staffing volumes by month. Please describe the anticipated staff size at the time of vendor transition, February 1, 2016.

Answer to question 103: In response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Bidders are cautioned against over-reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace and human services space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 104: For the purposes of providing the highest value proposal to RI, please confirm it is a valid assumption that evolving system or policy changes requiring an expansion of the scope of work as described in this RFP are subject to “3.6 The contract may also be amended in writing from time to time by mutual consent of the parties”.

Answer to question 104: As with any contract, if there are significant changes to policy, scope or system evolution such changes will likely require contractual changes subject to mutual consent of the parties.

Question 105: The Rhode Island Commission for the Deaf & Hard of Hearing is the state agency who serves any citizen in Rhode Island using the free 711 service. Free services are available to all consumers including anyone with or without hearing loss including Deaf, hard of hearing, interpreter and businesses. Would the HSRI permit the use of the State Traditional Relay service in place of TTY/TDD onsite?

Answer to question 105: RI does provide this service to its citizens and any Vendor should consider leveraging this agency for the hearing impaired as needed. We are willing to consider alternative services to meet the TTY/TDD requirement, but bidders should include such a proposal in addition to the stated requirement in the RFP

Question 106: Please provide the historical “warm transfer” volume.

Answer to question 106: It’s difficult for the State to anticipate warm transfers to and from the Contact Center. Our assumption is that the number of warm transfers would be highly dependent on how busy the call center is (if wait times allow for warm transfers), the complexity of the contact, if the contact involves input from other state or external entities. Examples of warm transfers may be with one of our Carriers, our billing support team or the Department of Human Service customer service unit.

Question 107: What is the current CRM system of the HSRI contact center? What are the formats in which the current vendor has available to transition the data?

Answer to question 107: The incumbent's CRM system is a proprietary CRM system, as such, bidders are required to specify the data formats and any other information necessary that they would require in order to successfully and accurately transition the data from the incumbent's system into the winning bidder's CRM system.

Question 108: Please provide the historical and forecasted outbound dialing campaign work volume. Provide the Average Handle Time of outbound calling.

Answer to question 108: In the past 6 months the State has engaged in monthly auto dial campaigns to customers in an attempt to be proactive and provide information and updates that will reduce the need for inbound calls. For example, reminders to our Medicaid customers on how to auto renew their coverage, or follow up to our customers letting them know their account issue has been resolved. During open enrollment we engaged the Vendor in 2-3 large monthly campaigns, and outside of Open Enrollment 1-2 small monthly campaigns. The goal of the campaigns was to reduce inbound call volume. Bidders should propose ways in which auto dial campaigns may support this type of efficiency, but also include any additional costs that may be associated with that. Outbound campaigns are not essential requirements to our operation.

Question 109: May the experience and references of the vendors SBE subcontractor(s) be presented in the technical proposal?

Answer to question 109: Yes

Question 110: Presenting a comprehensive team who are readily able to begin work on this engagement largely depends on the location option the State chooses to deploy. How will the State evaluate a comprehensive team that can only be deployed under an optional location scenario?

Answer to question 110: RI will evaluate bids starting with the "baseline" response where "baseline" means a bid that meets all the non-optional requirements. Should a respondent provide a compelling baseline bid along with an optional bid that demonstrates a higher value for RI than the baseline it will be scored compared to similar optional offers.

Question 111: Please describe the State’s need(s) for employee salary transparency under the Firm Fixed Price model.

Answer to question 111: The State simply seeks hourly invoicing rates (e.g. should the state desire to acquire additional hours outside of the fixed price) but is not looking for insight into the pay levels of the Vendor’s staff.

Question 112: “Bidding vendors MUST completely fill out the cost Microsoft Excel template...” Please confirm that the optional pricing scenarios are not required to be completed.

Answer to question 112: IF a vendor wishes to offer an option, then they are required to fill in the optional pricing scenario.

Question 113: Section 4.2.6 seeks several location and support models for the HSRI contact center and walk-in center. Please describe how the State will determine the “lowest responsive cost proposed” between the multiple options that may be presented by bidding vendors. Bidding vendor’s may be able to provide more economical services with equal technical competency under an optional pricing model therefore basing the total cost evaluation on a single pricing scenario may not produce the desired highest value outcome.

Answer to question 113: Evaluations will start with the non-optional offers. Should a bidder provide a compelling non-optional bid, RI will also look at the optional offers and compare said offers against over optional offers. As a Rhode Island physical presence is important to the RI government and RI citizens the best value in-state presence is an important selection criteria unless a non-RI presence is extremely value compelling.

Question 114: The incumbent vendor has lowest cost competitive advantage due to limited transition/start-up costs. Will the State consider removing transition/start-up costs from their lowest cost evaluation?

Answer to question 114: The State will continue with the current cost proposal methodology, but plans to assure fair and equitable starting points for all Bidders.

Question 115: Would the State consider an extension to the proposal due date to ensure that vendors can adequately incorporate the clarifications received from the State Q&A in our technical and cost proposal responses?

Answer to question 115: Yes. The original RFP # 7549937 EOHHS HSRI Contact Center closing date has been changed from October 30, 2015 at 11:00 am (ET) to November 6, 2015 at 10:30 am (ET).

Question 116: Is the incumbent vendor required to produce a transition out plan? At what date would the transition out plan be made available to the awarded vendor?

Answer to question 116: Transition out requirements are specified in the incumbent vendor's contract and the requirements of the RFP take said requirements into consideration.

Question 117: Confirm it is the responsibility of the vendor to create and maintain a State approved training program, including all training materials.

Answer to question 117: Yes

Question 118: Confirm it is the responsibility of the vendor to create and administer a State approved internal-facing quality assurance monitoring program for the project (e.g. quality monitoring calls)

Answer to question 118: Yes

Question 119: Confirm it is the responsibility of the vendor to create and maintain State approved Business Processes for the purposes of administering the scope of work of the HSRI contact center.

Answer to question 119: Yes

Question 120: Section 8 states that "two copies in electronic form" are required, while Section 9.1 (#7) states that "only 1 electronic copy is requested." Please confirm how many electronic copies are required.

Answer to question 120: Reference response to question 30

Question 121: May bidders submit proposals in PDF format?

Answer to question 121: Yes

Question 122: The first bullet tells bidders to “Identify any Service Levels as defined in Section 4.2.14...” Please confirm this is intended to refer to Section 4.2.13 where the SLAs are listed.

Answer to question 122: 4.2.13 is the correct reference. Your correction is confirmed.

Question 123: The RFP states, “RI seeks to have a reliable, cost-effective and mutually understood set of Service Level Agreements (SLAs) as part of any contract resulting from this procurement. To that end, the following table represents the type of SLAs and RI’s recommended SLAs for the Contact Center. If bidders wish to improve upon or wish to recommend more cost effective SLAs they are encouraged to do so as directed in Section 6 of this RFP. “

The RFP then states, “The contractor shall meet the following service level agreements (SLA).”

Are the SLAs presented in the table mandatory SLAs?

Answer to question 123: Bidders must provide bids compliant with the SLAs as stated. In addition to a compliant bid, Bidders are encouraged to provide alternative bids that will still provide the citizens of RI with a good customer service experience but presents a greater overall value for RI.

Question 124: The RFP states, “Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited.”

Can the cost sheet be modified to show alternative approaches? Can the State recommend how to reflect cost differences that might be in addition to the alternatives proposed by the State?

Answer to question 124: Yes, when presenting alternative approaches and/or methodologies in addition to their fully compliant bids Bidders can modify the cost sheets to accommodate alternative approaches. When

submitting alternative approaches, Bidders should use whatever means necessary to provide clarity regarding the incremental cost differences between the baseline compliant bid and the alternative and should provide sufficient details in description and cost details to enable RI to understand the differences and the benefits of the differences.

Please be mindful that alternative pricing mechanisms that might provide a higher value to the State are encouraged but must be in addition to the required models as directed in the cost template.

Question 125: Both sections reference regulations that vendors shall comply with, including ACA and “its related regulations”. Please provide vendors with actual citations to the ACA related regulations as well as any HRSI and EOHHS rules and regulations not currently provided in the RFP or the General Conditions of Purchase that vendors need to comply with.

Answer to question 125: All rules and regulations relative to the ACA and the state and federal rules that govern HRSI and EOHHS are readily available in publically available literature and occasionally are modified by the controlling state and federal agencies. All bidders for this procurement are expected to be familiar with these rules and regulations.

Question 126: The RFP states vendors are to comply with all security guidelines as laid out by the State. Please provide vendors a link or copy of these guidelines.

Answer to question 126: Security guidelines are consistent with federal regulations and state policy, but are not available to the general public. Upon contract award said guidelines will be disclosed to the vendor.

Question 127: Will vendors receive and or access Federal Tax Information as defined by IRS 1075 so as to trigger compliance with IRS 1075?

Answer to question 127: Yes vendors will have access to FTI and therefore need to be in compliance with IRS Pub 1075.

Question 128: Please provide the average call handling time (time spent by a CSR on each call on an average). This data is very important for us to estimate the number of CSRs required to handle the calls.

Answer to question 128: See questions 19 and 32.

In response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Bidders are cautioned against undue reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 129: Please provide the 'Month wise Expected Call Volumes' for Year 2016 and 2017.

Answer to question 129: While the State expects memberships to continually rise and has target goals to drive membership, such numbers are difficult to use for call volume predictions. Please refer to data provided on call volumes to date, as well as enrollment data.

Question 130: Please provide the approximate increase in call volume YoY.

Answer to question 130: Please see response above. In addition, in response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Bidders are cautioned against undue reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 131: Please share the current organizational chart of the team that is currently supporting the contact center and walk-in center.

Answer to question 131: The RI team provides a point person from both HSRI and EOHHS to support the Contact Center team and Vendor. The point of contact from both agencies work to facilitate answers to policy questions, technology support, business process and procedure, planning for open enrollment, and any other needs identified by the Vendors, whether in response to a customer need or business/operational need. The point of contact serves as the lead to coordinate requests from other business leads or subject matter experts from their respective agencies.

Question 132: Please provide the first payment milestone date.

Answer to question 132: Payment milestone dates and amounts are to be proposed by the bidders.

Question 133: Is the vendor required to provide pricing for 5 additional 12-month period extensions?

Answer to question 133: Yes, vendors can provide costs for the additional extension years, but will only will be measured on 17-month plan included in Cost Forms.

Question 134: In the cost template (Appendix A Form 2 of 3), we assume that 'Contact Center Operations' pricing has to be given from Mar 2016 to Jun 2017 for a total of 16months and 'Program Startup and Transition Costs' for 1 month (Feb 2016). Please confirm.

Answer to question 134: Yes, that is confirmed.

Question 135: As per the cost template table in Appendix A, is the vendor required to amortize Program Start-up and Transition cost over a period of 17 months? Or do we provide the entire transition cost for the month of Feb 2016. Will the State pay us the total start-up and transition costs on the first payment milestone date?

Answer to question 135: How costs are spread over time and what costs are associated with what Milestones are for the Bidders to propose.

Question 136: Please let us know if the existing infrastructure of the incumbent can be reused. If yes, please share the details of the existing infrastructure.

Answer to question 136: It is not clear what a Bidder might consider “infrastructure”. Any existing infrastructure supporting the Contact Center can be reused by the winning vendor. In addition, Bidders are free to contact the incumbent and enquire about a commercial company-to-company transfer of assets.

Question 137: We understand that migration of call/case/customer data from the incumbent systems’ to our new system has to be done. In this regards, please share the following:

- Type of unique entities (for example – case, beneficiary, employee etc)
- Number of tables under each entity
- Average size of each table under an entity (in terms of MB, GB, TB)
- What is the existing DB type for incumbent system (Oracle, DB2, SQL etc)?
- Please indicate if the State has any acquired software licenses for the ETL tools (like Informatica, ODI, Data Stage etc)?
- How many years of data is stored?
- Is there any encryption on the data?
- Is all the data in the form a RDBMS? Or is there some unstructured data as well? If unstructured, what are the entities associated, types of data (.pdf, .gif, .tiff etc)
- How many current database reports are created from the incumbent system DB’s? These are not related to call volumes. These could be Business level reports, program performance reports (for example, how many beneficiaries have registered for Child support program in the last month)? If yes, can you provide a list of those reports, count of those reports, existing technology used.
- Current personnel count and details of who maintain the data

Answer to question 137: The incumbent system is proprietary and as such many of the questions asked above cannot be provided. The State recommends that Bidders indicate in their proposal what data they would

want to transition, the limits of such data, and the proposed mechanisms for migrating such data (e.g. data is to be unencrypted, etc.)

Question 138: Please provide the number of FTEs currently supporting the call center. Please share the different types of roles and their job descriptions.

Answer to question 138: The State doesn't feel that it will be helpful to share the number of FTE's currently supporting the Contact Center due to the variables in staffing across vendors.

In addition to the front line staff taking calls, the other essential staff in the call center currently includes supervisors, trainers, subject matter experts for front line staff, as well as a small staff assigned to mail processing, special projects and other operational tasks/support as noted as a requirement in 4.4.5 of the RFP. Please also refer to answer to question 94 for details around staffing at the Contact Center.

Question 139: Will the bidders be given a chance to demonstrate their solution to the State through oral presentation?

Answer to question 139:
Bidders will have an opportunity to demonstrate their solution during oral presentations.

Question 140: Please provide the date the State will respond to Vendor's questions?

Answer to question 140: All questions are being answered in this transmission.

Question 141: Please confirm whether the call volumes provided in the RFP include both live calls (handled by CSR) and IVR calls; and if so, please provide a breakdown.

Answer to question 141: The call volumes in the RFP represent all calls received into the Contact Center; both handled and abandoned. None of the calls are handled using self-service via IVR technology.

Question 142: Please provide the number of outbound calls placed by month and the associated talk time.

Answer to question 142: In general the contact center performs auto dial campaigns for the State, which are automated. Other outbound call volume is essentially around follow up to customers and organic to the work generated by inbound call volume. The outbound call volume isn't generated by campaigns made by staff.

Question 143: Can we assume that the State would award the contract by Jan 2016? What is the anticipated date of the contract signature/execution for this Contract? This will help us plan the implementation period as the Contact Center should be operational by Mar 1st 2016.

Answer to question 143: Yes, Bidders can assume that by or before January 2016 a tentative award will be made. After the tentative award will be a negotiation period and a signed contract is anticipated by early January 2016.

Question 144: Please provide the current IVR system's specifications and requirements, concluding information to support the design of computer-to-telephony (CTI) integration with the contractor's proposed telephony/fax system.

Answer to question 144: As the State is expecting that provision of an IVR is within the scope of this RFP, the current IVR's system specifications may not be relevant to the CTI requirements.

Question 145: Please provide the resource/staff interaction model between State staff and the contracting staff. Provide workflow process diagrams, reporting structure, an organization chart.

Answer to question 145: Please refer to the answers to questions 20, 34, 94 and 131. The relationship with the Vendor and Tier 2 support staff and Agency lead best describe the working relationship the Bidder can expect between State staff and Vendor staff.

Question 146: Please provide the CRM application is currently being used by the agents to record, store, communicate and collaborate all call center communications.

Answer to question 146: The current CRM application is a custom proprietary system of the incumbent vendor.

Question 147: Please provide the facsimile product/application is currently used? Is it tightly integrated with call center CRM system?

Answer to question 147: Bidders are required to provide the facsimile product/application and integration with their proposed CRM.

Question 148: Please provide the email product/application is currently used? Is it tightly integrated with call center CRM system?

Answer to question 148: Bidders are required to provide in their proposals the recommended approach, tools and applications to support email.

Question 149: Please provide the CRM product / application currently being used to monitor call functionality and performance.

Answer to question 149: The current CRM application is a custom proprietary system of the incumbent vendor.

Question 150: Please provide the reporting tool is currently being used? Please specify the number and type of reports the State requires that are related to business processes /functional reports.

Answer to question 150: Section 4.7 of the RFP provides the reporting requirements of the State. The current reporting tool is proprietary to the incumbent vendor.

Question 151: Does State's Integrated Enrollment and Eligibility system (UHIP) support web services and APIs?

Answer to question 151: Yes

Question 152: Please elaborate on the staffing requirements for the walk-in center. Also, provide details on the number and duties of the personnel currently supporting the walk-in center.

Answer to question 152: Walk in center activities to date have ranged from simple drop off for payments or documents to enrollment assistance. The volume varies by time of month (payment deadline or request for documents), season (open enrollment) and program. Since opening in October 2013 more than half of the customers into the Walk In center have been Medicaid customers and more than half of the customers are coming in to make payments or drop of documents required to confirm eligibility or continuance in a program. As of August, 2015 we have shifted our services at the Walk In Center exclusively for payments and dropping off documents. The State has not ruled out the possibility of offering enrollment assistance at the Walk In Center at a future date. Walk In Center data is attached to this document.

Question 153: Please provide the average daily volume and peak daily volume of documents received at the walk-in center. Please provide the average number of visitors and time spent per visitor requiring in-person assistance at the walk-in center. This information is essential to determine the number of personnel required to staff the walk-in center.

Answer to question 153: Please refer to answer to question 92, 152 as well as attached data on walk in center volumes.

Question 154: In providing assistance to visitors in the walk-in center, does the walk-in center staff have to depend on any of the state agencies or state staff to seek information?

Answer to question 154: It is our expectation that walk-in center staff will be able to handle most interactions, but state staff will be available for support, as for phone interactions.

Question 155: Please explain what it means by handling ‘non-cash payments’ and ‘other documents’ at the walk-in center.

Answer to question 155: Non-cash payments would be Money Orders and checks. The walk-in center will not accept cash or credit cards. “Other documents” would be any variety of document such as documents required to support eligibility or other verification related documents.

Question 156: The State is requesting the vendor to provide optional pricing and response to deliver a separate contact center to deliver overflow capacity. Please define ‘overflow capacity’. Please provide the peak volume of calls to be handled by the core contact center post which calls would have to be handled by the ‘overflow capacity’ contact center. For example, 100,000 calls have to be handled by core contact center, additional calls received over and above 100,000 have to be handled by overflow capacity contact center.

Answer to question 156: “Overflow capacity” is the amount of additional contacts that happens around Open Enrollment periods or other periods of time that causes unusually high and temporary increases in the number of contacts. Also, please refer to Question 44 for related explanation.

Question 157: Please provide the average call volumes and call handling times of the overflow capacity contact center. This information is important to us in sizing the FTEs to be staffed at the overflow capacity contact center.

Answer to question 157: The State doesn’t currently use an overflow capacity contact center. The Bidders should refer to data on call volumes and handle times to understand capacity and sizing.

Question 158: Is the incumbent vendor running an overflow capacity contact center presently? If yes, please provide the number of FTEs currently supporting the overflow capacity contact center.

Answer to question 158: See the answer to question 157.

Question 159: The State has asked us to provide optional pricing for the entire contact center and overflow capacity contact center to be delivered virtually or from a non-RI location. Should the non-RI location be within United States or is it permissible to propose a contact center outside of United States?

Answer to question 159: Yes, it is permissible to propose a contact center outside of the United States as an alternative bid in compliance with Section 4.2.6.C&D. However, all bidders must provide at a minimum a fully compliant bid which locates the Contact Center and any overflow capacity within five miles of the city limits of Providence Rhode Island.

Question 160: Will the State consider extending the deadline of having the contact center operational by March 1st 2016?

Answer to question 160: No

Question 161: When the volume of incoming calls is lower than usual to justify 95% of total calls handled requirement, can State make this SLA not applicable?

Answer to question 161: The State will be open to resolving these types of SLA issues during negotiations with the tentative awardee.

Question 162: Will the State consider extending the RFP submission deadline to November 6, 2015?

Answer to question 162: Yes. The original RFP # 7549937 EOHHS HSRI Contact Center closing date has been changed from October 30, 2015 at 11:00 am (ET) to November 6, 2015 at 10:30 am (ET).

Question 163: Please elaborate the reasons for call volume fluctuations viz Open Enrollment etc.,

Answer to question 163: Open Enrollment periods are the primary reason for call volume fluctuations. Call volume could also increase temporarily for other reasons such as problems with the web site, new billing procedures, and changes in law, etc. It is assumed that bidders to this RFP will have sufficient knowledge of the health insurance marketplace, managing ACA Contact Center operations to have insight into those seasonal volumes and impacts to customers.

Question 164: Are vendors allowed to propose tentative resources and resumes for roles identified in the organizational chart?

Answer to question 164: For key roles in leadership or roles that require in-depth subject matter, technical or RI specific knowledge bids with “tentative resources” would be scored at a lower level than bids with committed resources.

Question 165: Do you want the R.I.V.I.P generated bidder certification cover sheet and W-9 included with the single copy of the Technical Proposal? Also, along with a single separate hard copy of the Cost Proposal, do you want a separate electronic copy – and do you want the copy in Microsoft Excel format (not Word)? Do you need these single copies marked “original”?

Answer to question 165: Bidders are required to provide;

- a. One paper RIVIP Bidder Certification cover sheet with an original signature
- b. One paper W-9 with an original signature
- c. One paper Technical Proposal with an original signature (if required) marked as “Original”
- d. One paper Cost Proposal with an original signature marked as “Original”
- e. Four paper copies of the Technical Proposal each marked as “Copy x of 4”
- f. Four paper copies of the Cost Proposal each marked as “Copy x of 4”
- g. Two electronic memory devices (CD-ROM or Flash Drive or Memory Disc) One containing the Technical Proposal (in MS Word or PDF) submitted with the original Technical Proposal and One containing the Cost Proposal (in MS Excel)-included with sealed cost proposal.

Question 166: What is the approximate volume of walk-in encounters (weekly/monthly/annual)? Section 4.2.6 B

Answer to question 166: See answers to questions 92, 152.

Question 167: What percentage of calls are in Spanish? Section 4.2.9

Answer to question 167: Approximately 10% of phone calls are Spanish and approximately 3% are Portuguese. At walk-in centers the Spanish percentages go up to 25% and Portuguese stays at 3%.

Question 168: Can you please provide the Average Handle Time for inbound calls? Section 4.2.11

Answer to question 168: See answers to questions 19, 32 and 92.

Question 169: Per Section 1.1.14, it appears that a 10 percent (10%) MBE participation is required for this RFP. However, the introduction page to the Addenda lists Addendum XXI as: “RESERVED – MINORITY BUSINESS ENTERPRISE AGREEMENT WHEN APPLICABLE,” which suggests that some procurements may not require the 10% MBE participation.

- a) Does this RFP require 10 percent (10%) MBE participation?
- b) If yes, please confirm that Addenda XXI - Minority Business Agreement form does not have to be executed and included as part of the proposal submission but rather must be completed and executed as part of the post award contract execution process.

Answer to question 169: See response to question 14.

Question 170: To ensure the highest level of competition among vendors and to obtain the most cost effective solution for Rhode Island, would the State please consider a 30 day extension on the proposal response due date of October 30, 2015

Answer to question 170: No. The original RFP # 7549937 EOHHS HSRI Contact Center closing date has been changed from October 30, 2015 at 11:00 am (ET) to November 6, 2015 at 10:30 am (ET).

Question 171: Such transition shall be started and completed within one calendar month of February 2016... Will there be a transition library that will house all technical specification documentation, policies and procedures, training documentation etc available at the time of contract signing or shortly thereafter in order for the successful bidder to prepare for the knowledge transfer prior to February 1, 2016?

Answer to question 171: Yes, a “virtual” library will be available to support the transition. Bidders are encouraged to recommend specifications that should be available to support a smooth and timely transition.

Question 172: The Contractor shall support inbound calls in both English and Spanish. The Contractor shall establish and operate a third party translation service that supports additional languages.

It is understood that the inbound calls must be supported in both the English and Spanish language; however, would the State please clarify if the CRM records must be supported in both English and Spanish.

Answer to question 172: The CRM system will be only in English (not including email records or scanned documents attached to the CRM records).

Question 173: The Contractor must be able to meet the uncertain and variable Contact Center volume needs.

Please provide the average talk time and total average total handle time during open enrollment periods and during non-peak periods if different

Please provide a call interval report by half hour increments for the busiest day during open enrollment periods

Please provide a call interval report by half hour increments for the busiest day during non-open enrollment periods

Answer to question 173: Please see the answers to questions 19, 32, 52 and 92 as well as call volume data reported in RFP.

Question 174: Expected inquiry types include: billing/payment, notices, renewals, enrollment, coverage issues, benefit questions, health plan selection, technical assistance, changes in circumstance, account updates, tax credit questions, 1095 inquiries, policy, complex case resolutions, and referrals to other agencies or programs

Are the 1095 inquiries for 1095A and/or 1095B forms?

Answer to question 174: Yes, 1095A and 1095B.

Question 175: The following table represents the type of SLAs and RI's recommended SLAs for the Contact Center.

Please provide the SLAs under the current contract with the incumbent?

Answer to question 175: As indicated in all questions of this nature, RI is looking for a very different Contact Center model and expects that the current state in terms of SLAs and membership will significantly change. As a result, RI is not prepared to share historical information as it believes that such information will lead potential bidders down a path that replicates the current state, which is not what RI is seeking

Question 176: Failure to meet any service level will result in a penalty as described in the following table.

Please provide the SLA performance for the incumbent over the past 12 months with the associated penalty dollars assessed

Answer to question 176: In response to bidder requests for various data points, the State is providing several additional exhibits at the conclusion of the Q&A, which may or may not be responsive in whole or part to this specific question. Bidders are cautioned against undue reliance on past experience as a predictor of future needs or as an acceptable future service level. The State wishes to work with a vendor with deep experience in the public exchange/marketplace space, who can offer a cost effective solution to providing responsive customer service in an ever-changing environment.

Question 177: % total calls handled is 95% based on staff productivity as agreed upon between the State and Vendor

What is the current “average calls per day” handled per agent by the incumbent? Can the State provide the current number of agents in place today?

Answer to question 177: The State encourages the Vendor to look to the call volume data as well as industry standard benchmarks on staffing and calls per hour/day to inform your proposal on number of staff recommended at the Contact Center.

Question 178: State employees and their representatives and agents to have full access to Contact Center space and all systems, data, policies, procedures, etc for any aspect of the Contact Center directly related to the Contact Center Operations (e.g. this includes; internet access, the CRM system, any data warehouse or knowledge repositories, etc, but does not include vendor internal systems such as HR, Financial, etc).

Would the State please clarify if the State will be accessing the stated functionality/systems from the contractor site; thus through our network, or does the State require remote access?

Answer to question 178: The state is seeking full access as indicated. For access to computer systems, the state is willing to work with the winning bidder to determine an approach that is effective for both the State’s representatives and the vendor.

Question 179: The Contractor must be able to accommodate email inquiries from Customers and prospective Customers.

Please provide the historical volume of email inquiries received and handled by the incumbent vendor by month for the past 12 months?

Answer to question 179: Email support is requested in the RFP, but not in the same way that it was supported in the past. While the State could provide historical email volume, we are not asking Bidders to support this as a customer support channel at the present time, therefore the data seems irrelevant to the current bid. Email functionality that has been requested in the RFP is with an eye towards making sure the functionality is accessible, and may be needed for some customer communications at present or in future.

The State looks forward to hearing from Bidders the ways in which they recommend email functionality be used to enhance or simplify the customer experience.

Question 180: The Contractor must be able to accommodate email inquiries from Customers and prospective Customers.

Can the state confirm these email inquiries will be in English only? Or is the vendor required to provide the capability to support other written languages?

Answer to question 180: email inquiries will follow the same language requirements as phone calls and walk-ins.

Question 181: The Contractor should be open and flexible in fulfilling staff positions based on changing business needs. For example, if a business analyst positions or technical triage role is needed by the State in order to meet evolving system or policy changes. Other off phone work, or operational support that may be required of the Vendor is; training, processing eligibility verifications, paper applications, opening and scanning mail and check/payment processing.

Can the state please clarify:

- Is this required?
- When would it be needed?
- What are the pricing mechanisms for this?
- Who provides the equipment, etc.?

See Business Process list-Please confirm there are no outbound mail requirements.

Answer to question 181:

- Is this required? Yes.
- When would it be needed? Each situation would be different but the overall requirement starts at contract start.
- What are the pricing mechanisms for this? Bidders are required to include pricing in their proposal
- Who provides the equipment, etc.? Bidders are to provide the equipment as indicated in the RFP and its related documents.

Question 182: Open to integration of CRM and State's Integrated Enrollment and Eligibility system (UHIP) if state deems necessary. This change would be after operations are well established and subject to the standard Change Request Process.

In order to understand your current environment, would the State please clarify if your present CRM solution is currently integrated with the UHIP system? To further clarify, will there be any CRM integration required prior to go-live and if so what are those systems?

Answer to question 182: Initially there is no requirement to integrate the CRM with UHIP. However, Bidders should consider in their proposal integration at a future date.

Question 183: Provide a state-of-the-art CRM tool that is configurable, contains workflow capabilities, robust customer tracking and reporting. The Vendor must also be able to store or support some version of the data from the current CRM system, which includes customer records logged since October, 2013.

So that we can sufficiently scope the level of effort of this requirement, would the State please clarify the following:

What is the current CRM solution being used?

Approximately how many records as expected to be converted/stored?

Are the records to be stored text only or do they have additional media attachments, if so what types are they?

Will the incumbent provide the records to be converted to the successful vendor in an agreed upon format, or will the vendor be required to convert/translate the data into their system?

Answer to question 183: The current CRM system is proprietary to the incumbent vendor. For the other questions asked Bidders are encouraged to define their needs and limits based on what information was provided in the RFP (e.g. current membership levels, etc.)

Question 184: Provide a state-of-the-art CRM tool that is configurable, contains workflow capabilities, robust customer tracking and reporting. The Vendor must also be able to store or support some version of the data from the current CRM system, which includes customer records logged since October, 2013.

Can the State please provide information on the fields, format, database size, number of records, etc. stored in the current CRM system, which would assist vendors in planning for the level of effort to convert and load these records?

Answer to question 184: Bidders are encouraged to define their needs and limits based on what information was provided in the RFP (e.g. current membership levels, etc.)

Question 185: Access to the CRM system and any reporting, analytics or other call center systems by RI state employees and their agents or representatives.

Can the State please provide an estimated number of users who would need access to the CRM and other systems?

Would the users include other state vendors?

Answer to question 185: Up to 50 staff designated by the State would need access to the CRM and/or its associated reporting tool. The staff will consist of state staff, contractors and other state vendor staff.

Question 186: IVR functions including geographic and data directed routing, voice response, and caller self-service,

Is the IVR required to be programmed to support both English and Spanish languages for self service

Answer to question 186: Initially the IVR only needs to be able to provide options in English and Spanish (e.g. not self-service). Bidders recommendations and proposals, for incorporating self-service to help alleviate the needs for CSRs is encouraged. Such self-service would need to be available in Spanish.

Question 187: IVR functions including geographic and data directed routing, voice response, and caller self-service,

Please provide information on the requirements to support IVR self-service. For example:

- a) Does self-service functionality exist today with the current vendor's system?
- b) Will self-service be required day one or is this part of the (4.5.9) CRM / UHIP integration to be managed through the Change Request process?
- c) Will all information be available through a single system and interface?
- d) Can the vendor use web services to support the real time information requests to the source system or will batch data uploads be required?
- e) If batch loads, what will be the frequency and data requirements?

Answer to question 187:

- a) IVR Self service does not exist today with the current system
- b) IVR Self service will not be required day one, but is of interest to RI in terms of its ability to create opportunities to reduce human resources, increase efficiencies and improve speed of service to our customers.

- c) All customer information is available in UHIP, the states integrated eligibility system.
- d) There are no requirements currently; the vendor should propose solutions.
- e) Same as answer to d.

Question 188: The Contact Center must be able to implement auto-dial outbound calling campaigns.

Are the auto-dial outbound calling campaigns recorded information only or is it expected that the dialer will have functionality to transfer customers into the call center?

Answer to question 188: The State is interested in Bidders recommendations for the most cost-effective auto-dial utilization mechanisms that would enhance customer satisfaction and achieve membership goals.

Question 189: The Contact Center must be able to implement auto-dial outbound calling campaigns

Please provide the average monthly volume of outbound auto-dialer calls by month for the past 12 months

Answer to question 189: Please see answer to question 108.

Question 190: 5 Staffing Reports

Please provide the incumbent's staffing report for each month for the past 12 months

Answer to question 190: The State encourages the Vendor to look to the call volume data as well as industry standard benchmarks on staffing and calls per hour/day to inform your proposal on number of staff recommended at the Contact Center.

Question 190-1: 5 Staffing Reports

Please provide the incumbent's highest CSR headcount during open enrollment and highest CSR headcount during non-open enrollment

Answer to question 190-1: The State encourages the Vendor to look to the call volume data as well as industry standard benchmarks on staffing

and calls per hour/day to inform your proposal on number of staff recommended at the Contact Center.

Question 191: Table 4.8 – Business Process Models

Will the State please clarify if all business process models (listed in table 4.8) require facilitated call flows?

Answer to question 191: All of the business process models in table 4.8 have impacts on the customer and/or the customer's account. Not every business flow involves a phone call.

Question 192: Processing a paper application for health insurance eligibility and enrollment

Will the RI Contact Center be responsible for processing 100% of the paper applications or only on an overflow basis during low call volume periods?

Answer to question 192: Processing of some paper applications is a function of the Contact Center on a regular basis.

Question 193: Processing a paper application for health insurance eligibility and enrollment

What is the historical volume of processed daily, weekly and monthly over the past 12 months?

Answer to question 193: Only QHP paper applications are processed by the Contact Center. The majority of paper applications that come in to the State are for Medicaid program eligibility, which are processed by the Department of Human Services. The volume varies based on the time of year. The Contact Center would be asked to receive and process an average of 10 QHP paper applications per month outside of Open Enrollment and 50 QHP paper applications per month during Open Enrollment.

Question 194: Scanning and Processing Mail and other Documents

Please provide the historical volume of incoming mail by envelope and by number of pages scanned daily, weekly and monthly over the past 12 months.

Answer to question 194: The intake and processing of customer mail, faxes and scanning of verification documents is handled at the Contact Center. This process may change as new technology and equipment is installed at other customer service offices in the State. Bidders should assume the volume outlined below, with the caveat that this may change, and become less over time. Open Enrollment averages are as follows:

- Mail processing: 3600 pieces per month
- Scanning: 8300 pieces per month
- Fax processing: 700 per month

Outside of Open Enrollment, the averages are as follows:

- Mail Processing: 700 pieces per month
- Scanning: 3500 pieces per month
- Fax Processing: 600 per month

Question 195: Scanning and Processing Mail and other Documents

Will the RI Contact Center be responsible for processing 100% of incoming mail or only on an overflow basis during low call volume periods?

Answer to question 195: Processing of incoming mail is a function of the Contact Center on a regular basis.

Question 196: Identify each staff role as described in Section 4.6.1 of the RFP, For each role provide the name, background, experience and resume for each named role. If you are proposing to fill a role but have multiple candidates for the role, provide all names, background, experience and resume for each submitted name. Where your firm is proposing to fill a role but has not yet identified specific candidates, describe your firm's approach to staff hiring, training, and retaining that role. Describe other approaches and plans your firm has for assuring HSRI and its customers a seamless transition from the existing contract for these services to your firm in terms of improving overall quality and service. and 4.6.1.Key personnel are defined as personnel critical to ensuring that operations are successful, performance metrics are met, and customer service standards are adhered to. In addition, RI will have final approval on any Key Personnel assigned to the Contact Center and Key Personnel cannot be reassigned without mutual consent of RI and the Contractor. The Contractor shall identify additional Key Personnel that are necessary to fulfill the requirements of this contract. These positions may include Customer Relationship Manager, Project Manager, Operations Manager/Supervisor, Workforce Manager, Training and Quality Manager, etc. Given the short timeframe for implementation the state believes that at least 2 dedicated leaders of the Contractor's organization will be needed. The state strongly prefers that at least one key personnel is identified in addition to the Project Manager. Key Personnel may be assigned to more

than one functional task, but Contractors must specify what percentages of their time will be spent in what roles. Wherever possible, proposals shall identify the specific individuals who will serve as Key Personnel and attach resumes and references.

Will the State please confirm which staff must be named and accompanied with a resume at proposal submission? Please see the RFP references in red bold which appear to be in conflict with each other

Answer to question 196: Please name staff in any of the following proposed positions: Customer Relationship Manager, Call Center Manager/Site Director, Project Manager, Operations Manager/Supervisor, Training and Quality Manager. The State recognizes that the positions listed may not match the Vendor's organization or infrastructure exactly, so please provide information on those positions that are similar, or align closely.

Question 197: 5.3 Ability and demonstrated experience in supporting and operating a contact center and achieving the SLAs as defined in this RFP

Section 5.3, asks Vendors to respond to sixteen (16) specific questions. Some of these questions reference specific sections in RFP Section 4, Scope of Work. Additionally, we realize that many of the 16 questions are related to Section 4 Scope of Work and would factor into a vendor's response.

However, we are unclear as to whether or not the State expects a separate response to all sections of Section 4 Scope of Work, as summarized below:

- 4.1 Contact Center Transition, Start-up and Operational Requirements
- 4.2 Contact Center General Operational Requirements and Measures of Success
- 4.3 Contact Center Coordination with EOHHS, HSRI Representatives and Their Agents
- 4.4 Contact Center Staffing and Staff Skills Requirements
- 4.5 Contact Center Technical Requirements
- 4.6 Personnel Requirements
- 4.7 Reporting Requirements
- 4.8 Business Process Requirements

Section 4 spans 13 pages of detailed, numbered scope of work requirements. Will the State confirm Section 4 is not required to be addressed separately, item by item, but is provided as information to the Vendor in crafting their responses to Section 5.3?

Answer to question 197: Section 5 of the RFP identifies the questions that must be answered in a bidder's response. Specifically every bulleted question in Section 5 must have a clear and distinct answer to each of those questions. Section 4 is a statement of requirements and does not require a line by line response. However, in the mandatory fully compliant bid response every one of those requirements will be presumed to be fully met by the bidder. Where the bidder believes it cannot meet a specific requirement, the offer should clearly state so. Where the bidder believes it can exceed the requirement they are encouraged to clearly state so.

Question 198:6 COST PROPOSAL RESPONSE REQUIREMENTS

The separately submitted cost proposal uses a Microsoft Excel Workbook that has been provided along with this RFP (Referred to as Appendix A). Bidding vendors MUST completely fill out the cost Microsoft Excel template and submit their cost proposal in a separate sealed document from the technical proposal responses. If Bidders wish to, or need to, provide explanations or further clarifications to their costs they may do so by adding a free-form document within the separate cost proposal. Any information provided within this separate cost section must only relate to statements of cost, not scope clarifications or "assumptions". Such clarifications or assumptions, if not directly a statement of cost, should be contained within the Technical Proposal.

This section states...." Any information provided within this separate cost section must only relate to statements of cost, not scope clarifications or "assumptions". Such clarifications or assumptions, if not directly a statement of cost, should be contained within the Technical Proposal."

Does the last sentence above mean that vendors may provide scope clarifications and assumptions but only if they are related to the technical proposal?. Or does it mean that vendors can provide scope clarifications and assumptions related to cost but these must be provided in the Technical Proposal rather than the Cost Proposal?

Can the State also clarify if they have a preference as to location for the contact center-in Providence, in state, or a combination of in-state/out of state?

Answer to question 198: It is best to explain this via a hypothetical example;

If the bidder in response to Section 4.2.6.A wants to make it clear that they will provide a contact center within 5 miles of Providence but that location has physical limitations for growth in the Technical Response the bidder might state; "Our bid for the facility is for a maximum of 30 total staff. As detailed in our Cost Response, a facility that accommodates 50 total staff is an option we can offer RI". Then, in the Cost Response the

Bidder would state; “There would be a cost increase of Y\$ for the 50 person facility versus the baseline bid 30 person facility.”

Reminder – this a totally hypothetical example to help answer the question. The issue of facilities is NOT a recommendation of any kind by RI.

Section 4.2.6 should have clearly communicated RI’s preference for a location. In fact, a bid that is compliant with 4.2.6.A (Within 5 miles of Providence city limits) is required not desired. Options for other locations are of interest to RI in order to understand the potential cost benefits of a more flexible location.

Question 199: If Bidders wish to, or need to, provide explanations or further clarifications to their costs they may do so by adding a free-form document within the separate cost proposal. Any information provided within this separate cost section must only relate to statements of cost, not scope clarifications or “assumptions”. Such clarifications or assumptions, if not directly a statement of cost, should be contained within the Technical Proposal.

Can the State please confirm that it is acceptable for Bidders to add an additional section within the Technical Proposal titles "Assumptions" to provide clarification to Scope of Work requirements?

Answer to question 199: Yes, an “Assumptions” Section can be added to the Technical Proposal. All such Assumptions will be taken into consideration in the overall scoring of the Technical Proposal.

Question 200: In addition to the single, hand signed hard copy of the proposal required; Respondents are requested to provide their proposal in electronic format (CD-Rom, disc, or flash drive). Microsoft Word format is preferable. Only 1 electronic copy is requested and it should be placed in the proposal marked “original”.

The number of proposals required to be submitted is different across two RFP sections (8 and 9.1) Can the State clarify how many hard copies of the Technical and Cost proposals are required and how many Electronic Technical and Cost proposals are required to be submitted by the Bidder?

Answer to question 200: Bidders are required to provide;

- a. One paper RIVIP Bidder Certification cover sheet with an original signature
- b. One paper W-9 with an original signature
- c. One paper Technical Proposal with an original signature (if required) marked as “Original”

- d. One paper Cost Proposal with an original signature marked as “Original”
- e. Four paper copies of the Technical Proposal each marked as “Copy x of 4”
- f. Four paper copies of the Cost Proposal each marked as “Copy x of 4”
- g. Two electronic memory devices (CD-ROM or Flash Drive or Memory Disc) One containing the Technical Proposal (in MS Word or PDF) submitted with the original Technical Proposal and One containing the Cost Proposal (in MS Excel)-included with sealed cost proposal.

Question 201: The Contractor shall notify the Covered Entity within one (1) hour by telephone call plus e-mail, web form or fax upon the discovery of any breach of security of PHI, PII or SI or suspected breach of security of PHI, PII or SI (where the use or disclosure is not provided for and permitted by this Agreement) of which it becomes aware.

Please confirm that the call center vendor’s solution and services are not required to include facsimile machines or similar technology.

Answer to question 201: Facsimile machines or similar technology is required to be supplied by the vendor.

Question 202: Will the State please advise where in the Vendor’s proposal they can include a list of items to be negotiated in the terms and conditions of the RFP?

Answer to question 202:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 203: Would the State please confirm that they will negotiate the final contract, including the terms and conditions contained in Appendix B and the Business Associate Agreement, with the selected Vendor?

Answer to question 203:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 204: The Contractor shall perform all obligations, duties and the required scope of work for the period of time listed in this Agreement, Exhibit(s) and/or Addenda that are attached hereto and are incorporated by reference herein, in a satisfactory manner to be determined at the sole and absolute discretion of the State, and in accordance with requirements of this Agreement. The Contractor shall perform in accordance with applicable State statutory and policy requirements as well as Federal statutory and policy requirements (as defined in 2 CFR § 200.300). More specifically, the ADDENDUM I - SCOPE OF WORK shall include performance measurement(s) 2 CFR § 200.301, monitoring and reporting program performance 2 CFR § 200.328, and performance must be in accordance with requirements for pass-through entities 2 CFR § 200.331. The State shall have the right at any time, to review the work being performed as well as the place where such work is performed; and to that end, the State shall be given reasonable access to all activities related to this Agreement.

Would the State amend the language to allow for at least seventy-two (72) hours' notice prior to inspections and confirm that inspections will not interfere with the Vendor being able to successfully complete services?

Answer to question 204:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 205: Total payment for services to be provided under this Agreement shall not exceed the total budget as detailed in ADDENDUM II. Expenditures exceeding budget line-item categories by ten percent (10%) shall not be authorized unless prior written approval is first obtained pursuant to PAR. 10. - MODIFICATION OF AGREEMENT, subject to the maximum amount of this Agreement as stated above

Would the State confirm that the Vendor will not be under any obligation to continue to perform if the State is invoiced the not to exceed amount unless the budget is increased per Par. 6. Budget?

Answer to question 205: The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 206: Termination in the Interest of the State

The State may terminate this agreement at any time by giving written notice to the Contractor of such termination and specifying the effective date thereof, not less than thirty (30) days prior to the effective date of such termination. In such event, all finished or unfinished documents and other materials shall, at the option of the State, become its property. If the agreement is terminated by the State as provided herein, the Contractor will be paid an amount which bears the same rate to the total compensation as the services actually performed bear to the total services of the Contractor covered by this Agreement, less payment of compensation previously made.

In the event of termination for convenience, would the State agree to compensate Contractor for: (i) partially completed deliverables and work in progress that substantially complies with the Contract specifications; (ii) any unamortized costs incurred by Contractor in the start-up or preparatory phase of the Contract; (iii) the cost of settling and paying termination settlements under terminated subcontracts and leases; and (iv) other reasonable wind down expenses?

Answer to question 206: The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 207: It is understood and agreed by the parties hereto that all obligations of the State, including the continuance of payments hereunder, are contingent upon the availability and continued appropriation of State and Federal funds, and in no event shall the State be liable for any payments hereunder in excess of such available and appropriated funds. In the event that the amount of any available or appropriated funds provided by the State or Federal sources for the purchase of services hereunder shall be reduced, terminated or shall not be continued at an aggregate level sufficient to allow for the purchase of the specified amount of services to be purchased hereunder for any reason whatsoever, the State shall notify the Contractor of such reduction of funds available and the State shall be entitled to reduce its commitment hereunder as it deems necessary, but shall be obligated for payments due to the Contractor up to the time of such notice. None of the provisions of this paragraph shall entitle the State to compensation for anticipated profits for unperformed work.

In the event of termination for unavailability of funds, would the State agree to compensate Contractor for: (i) partially completed deliverables and work in progress that substantially complies with the Contract specifications; (ii) any unamortized costs incurred by Contractor in the start-up or preparatory phase of the Contract; (iii) the cost of settling and paying termination settlements under terminated subcontracts and leases; and (iv) other reasonable wind down expenses?

Additionally, would the State agree to add language to allow Contractor to stop work without further liability the event of unavailability of funds?

Answer to question 207:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 208:4. Subject to the provisions of this paragraph, assign to the State in the manner and to the extent directed by the State's project officer all of the rights, title, and interest of the Contractor under the orders so terminated, in which case the State shall have the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders, however, notwithstanding this provision, the Contractor will not be obligated to assign any such rights, title or interest in the absence of payment therefore by the State.

Will the State confirm that Subsection 4 does not apply to the internal use proprietary software of the Vendor?

Answer to question 208:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 209:The Contractor shall indemnify and hold the State of Rhode Island, its departments, agencies, branches and its or their officers, directors, agents or employees (together the "Indemnitees" and their subcontractors) harmless against claims, demands, suits for judgments, losses or reasonable expenses or costs of any nature whatsoever (including actual reasonable attorney's fees) to the extent arising in whole or part from the Contractor's willful misconduct, negligence, or omission in provision of services or breach of this Agreement including, but not limited to, injuries of any kind which the

staff of the Contractor or its subcontractor may suffer directly or may cause to be suffered by any staff person or persons in the performance of this Agreement, unless caused by the willful misconduct or gross negligence of the Indemnitees.

The Contractor shall indemnify and hold the State of Rhode Island, its departments, agencies, branches and its or their officers, directors, agents or employees (together the “Indemnitees” and their subcontractors”) harmless against claims, demands, suits for judgments, losses or reasonable expenses or costs of any nature whatsoever (including actual reasonable attorney’s fees) to the extent arising in whole or part for infringement by the Contractor of any intellectual property right by any product or service provided hereunder. Nothing in this agreement shall limit the Contractor’s liability to indemnify the State for infringements by the Contractor of any intellectual property right.

Nothing in the language contained in this Agreement shall be construed to waive or limit the State or federal sovereign immunity or any other immunity from suit provided by law including, but not limited to Rhode Island General Law, Title 9, Chapter 31 et al., entitled “Governmental Tort Liability.”

Will the State please amend the Liability and Indemnification section to limit claims to third party claims, demands, suits for judgments losses or reasonable expenses or costs of any nature whatsoever?

Answer to question 209:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 210: Any and all data, technical information, information systems, materials gathered, originated, developed, prepared, modified, used or obtained by the Contractor in performance of the Agreement used to create and/or maintain work performed by the Contractor, including but not limited to, all hardware, software computer programs, data files, application programs, intellectual property, source code, documentation and manuals, regardless of state of completion shall be deemed to be owned and remain owned by the State (“State Property”), and the State has the right to (1) reproduce, publish, disclose or otherwise use and to authorize others to use the State Property for State or federal government purposes, and (2) receive delivery of such State Property upon 30 days’ notice by the State throughout the term of the contract and including 120 days thereafter. To be clear with respect to State Property, the work shall be considered “work for hire,” i.e., the State, not the selected Contractor or any subcontractor, shall have full and complete ownership of all State Property. The selected Contractor and any subcontractor hereby convey, assign and transfer to State any and all of its or their

right, title and interest in State Property, if any, including but not limited to trademarks and copyrights. The State hereby grants to the federal government, and the federal government reserves, a royalty-free, nonexclusive and irrevocable license to reproduce, publish, disclose or otherwise use and to authorize others to use for federal government purposes such software, modifications and documentation designed, developed or installed with federal financial participation.

Will the State please confirm that this section is limited to work developed specific to this agreement and does not include any internal use proprietary software or proprietary information or documents of the Contractor?

Answer to question 210: The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 211: The Contractor's liability to the State for any damages arising out of or related to this Agreement, regardless of the form of action that imposes liability, whether in contract, equity, negligence, intended conduct, tort or otherwise, will be limited to and will not exceed, in the aggregate for all claims, actions and causes of action of every kind and nature, the total fees paid by the State to the Contractor under this Agreement. The exception to this limitation of liability is with regard to any direct damages incurred by the State due to the intentional tortious actions of the Contractor in the performance or nonperformance of its obligations under this Agreement. Also, there should be no limitation of the Contractor's liability for disclosure of confidential information or intellectual property infringement. Neither party shall be liable for any amounts for loss of income, profit or savings or incidental, consequential, indirect, exemplary, punitive, or special damages of any party, including third parties arising out of or related to this Agreement; provided, however, that the foregoing shall not be deemed to limit in any way the provisions of ADDENDUM XIII - LIQUIDATED DAMAGES of this Agreement.

Will the State please change the limitation of liability in the aggregate for all claims from the total fees paid by the State to the Contractor under this Agreement to the total amount of fees paid to the Vendor during the twelve (12) month period leading up to the occurrence for which liability is established?

Answer to question 211:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.

Question 212: The Contractor's liability to the State for any damages arising out of or related to this Agreement, regardless of the form of action that imposes liability, whether in contract, equity, negligence, intended conduct, tort or otherwise, will be limited to and will not exceed, in the aggregate for all claims, actions and causes of action of every kind and nature, the total fees paid by the State to the Contractor under this Agreement. The exception to this limitation of liability is with regard to any direct damages incurred by the State due to the intentional tortious actions of the Contractor in the performance or nonperformance of its obligations under this Agreement. Also, there should be no limitation of the Contractor's liability for disclosure of confidential information or intellectual property infringement. Neither party shall be liable for any amounts for loss of income, profit or savings or incidental, consequential, indirect, exemplary, punitive, or special damages of any party, including third parties arising out of or related to this Agreement; provided, however, that the foregoing shall not be deemed to limit in any way the provisions of ADDENDUM XIII - LIQUIDATED DAMAGES of this Agreement.

Will the State please amend the Contractor's Limitation of Liability to be 12 months of fees paid to Contractor for the 12 months prior to the incident arising, with no exception for breach of confidential information, intellectual property infringement?

In addition, will the State please limit the Contractor's liability for payment of liquidated damages to be no more than 10% of the Contractor's monthly invoice?

Answer to question 212:

The state is generally reluctant to agree to changes in the standard contract terms. However, we are open to discussing any potential points for negotiation with the selected bidder.